

HOW TO PRESIDE AT MEETINGS

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HOW TO PRESIDE AT MEETINGS

A GUIDE
FOR THE CHAIRMAN AND SECRETARY, THE
COMMITTEEMAN AND POLITICAL ASPIRANTS

By
S. CURRIE, M.A.

HOW TO SPEAK IN PUBLIC
EXAMPLES OF MODEL SPEECHES
VOICE PRODUCTION AND ELOCUTION

*Including a chapter on How to Form
a Private Limited Liability Company*

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PREFACE

IN these days, meetings are held for so many different purposes that every educated man or woman should know how they are conducted. There is not a great deal to learn, but what there is is important. Thus, anyone who may be called upon to preside or even speak should make sure of the correct methods of procedure.

This book sets out, in simple language, all that it is necessary to know about meetings. It is intended to help not only the beginner who wishes to learn how to speak in public, but also the man or woman who may be called upon to take the chair at some early date and who knows absolutely nothing of the duties.

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HOW TO PRESIDE AT MEETINGS

SECTION I

CHAPTER I

ELECTING A CHAIRMAN

As civilization progresses, so the business of the people is conducted more and more by means of meetings. To-day, we have reached a point when thousands of meetings are held annually in every town and city of the country. Some are important affairs, called to deliberate on vital matters affecting a whole community, while others are merely gatherings that concern the working of some small social club.

No matter what the size or importance of the gathering, it must be ruled and guided by a chairman, if it is to be conducted on orderly lines. Thus, the first thing when a meeting is to be held is for it to be in possession of a chairman.

It will be recognised that when a society, a club or any other body is about to appoint its chairman, the procedure will vary according to whether or

not a chairman already exists. In the case of a gathering that meets for the first time, no such official will exist, and the methods to be applied will not be exactly the same as those used in appointing a chairman to replace one already in office.

APPOINTING THE FIRST CHAIRMAN.—When a body meets for the first time, or when it only has to meet once to fulfil its duties, those responsible for convening the meeting must set the business in motion. Usually, one of these people will rise and say, “I propose that Mr. A. be nominated as chairman.” Immediately, a friend of the proposer stands and says, “I beg to second that.”

One of two things now happens. Usually, those who are present, being anxious to get on with the business, intimate their assent by crying “agreed,” by holding up their hands, or by any other method that occurs to them. This settles the matter and, on a unanimous vote, Mr. A. becomes the chairman.

Some of the conveners now come forward and escort Mr. A. to the chair. Once installed there, Mr. A. expresses his thanks in a few chosen words and says that he will carry out the trust reposed in him to the best of his ability. He, then, turns to the real business in hand.

APPOINTING A TEMPORARY CHAIRMAN.—But, it sometimes happens that the first step does not proceed as smoothly as we have suggested. There

may be rival parties or people present who have "axes to grind" and who are not prepared to accept Mr. A. as their chairman.

When unanimity does not exist, there is only one course, and that is for one of the conveners of the meeting to propose Mr. A. as the temporary chairman, using the method already indicated for the purpose. On someone seconding this proposal, Mr. A. takes the chair temporarily. He does not proceed with the actual business of the meeting, but deals with the election of a real chairman and vacates his position the moment the voting has determined this official.

There is absolutely no sense in anyone obstructing the appointment of a temporary chairman, since it assists all parties to get on with the business. Thus, there need be no fear that this method may be inadequate to meet even the most awkward situation.

THE TEMPORARY CHAIRMAN'S DUTIES.—Once installed in the chair, the temporary chairman rises and says, "Ladies and Gentlemen, I shall now be glad to receive nominations for the post of chairman." He may, also, intimate that a time limit is to be put on every speaker, alleging as his reason that much important business must be gone through and time is short. A reasonable allowance is three minutes.

Usually, somebody will jump up and say, "I propose that Mr. B. be nominated for the chair."

This person will probably continue by setting out Mr. B.'s qualifications which fit him for the post. The whole of this speaker's remarks must be limited to three minutes' duration or whatever time has been selected by the temporary chairman.

As soon as the speaker sits down, one of his supporters may be calculated to rise and say, "I would like to second that proposal (or nomination)."

There is now one name before the meeting and others may follow in exactly the same way. When no more are forthcoming, the temporary chairman puts all the names before the gathering and they are voted upon. An important point to note is that no name is valid which has not been seconded. Such a name must not be voted upon.

The voting may be done in any reasonable way. When two names only are concerned, a show of hands is usually sufficient. Mr. B. is taken first and, then, Mr. C. follows. But, if there are many candidates, a paper vote is to be preferred. For the counting of the paper votes the temporary chairman will be well advised to ask the meeting to nominate three or four scrutineers and, thus, ensure that the papers are impartially and expeditiously dealt with.

The scrutineers, having finished their counting, hand the figures to the temporary chairman, who announces the result. Here there are certain

points to note. Any chairman, whether temporary or not, has a casting vote, if he cares to exercise it. Thus when two people tie for the post, he may give his vote to one or the other and, thereby, put that candidate in office. If he likes, he may decide by casting lots. Though it is a perfectly legal method, it is hardly a course that can be recommended and it may be worth adding that we have never been present when it has been done. Of course, the fairest method of all, when two candidates tie for the premier place, is for the temporary chairman to put these two names to the meeting, without any others, and give those present an opportunity to vote on just these two. It is a plan that will proclaim the temporary chairman's impartiality.

For the sake of appearances, some chairmen put the elected candidate up a second time, when everybody votes for him, as a matter of form. In the minutes, it is recorded that the person was elected unanimously.

ELECTING CHAIRMEN PERIODICALLY.—Most bodies, societies, companies, etc., elect their chairmen for a given period of time, which period can, as a rule, be renewed on its expiry. The period is stated in the rules, by-laws, etc., of the concern. When a fresh chairman is to be elected, the fact should be stated on the agenda of the meeting. At the meeting, it is the sitting chairman who directs the election, exactly as described already

under the heading of "The Temporary Chairman's Duties."

ABSENCE OF THE CHAIRMAN.—Should the chairman be absent from a meeting, a temporary chairman may be elected for the occasion, as described under the heading, "Appointing a Temporary Chairman."

NOTE.—Of all the points mentioned, the two that are most likely to be overlooked are :

(i) No name may be submitted to the vote unless it has been seconded as well as proposed.

(ii) When only one name is submitted, it must be put to the vote in exactly the same way as if there were several. The fact that there is no opposition and that the wishes of the meeting are clear is not in itself sufficient. The name must be put to the vote.

CHAPTER II

THE CHAIRMAN'S DUTIES

SOME people are born chairmen. They have exactly the right temperament for the office and they know just how to proceed in any circumstance. But many are not so favourably gifted; yet it often happens that those who are less favoured may possess some peculiar knowledge which makes it imperative that they should take up the office. Accordingly, it is not at all rare to find a man or woman seated in the chair who feels very much out of place in that important position.

As this book is written primarily for the individual who allows himself to be elected to the chair more as a sense of duty than from a love of power, we will begin by supposing that you have attended a meeting and, somewhat to your surprise, you find that it is the will of those present that you should take the chair.

Probably, your first inclinations will be to reject the honour which the meeting wishes to confer on you, and you will set about hiding your light under a bushel. This is a very natural attitude on your part, and it speaks well for your modesty; but it is not a line of action in which you should

persist. After the first shock of finding yourself in the centre of the limelight, your duty is to pull yourself together and accept the honour graciously. After all, every chairman, even the most gifted, had to make a start at some time or other and, unless you belong to the very nervous type of person, there is no reason at all why you should not make a complete success of the office when you have once thrown yourself into the work.

THE NECESSARY QUALITIES OF A CHAIRMAN.—

The primary duty of a chairman is to control and guide the meeting. Where a number of people is gathered together, it is only reasonable to suppose that many divergent views will exist. Some will want one thing, some another. Some will express themselves in a friendly manner, others will become heated and aggressive. No matter what the situation, the chairman must remain placid throughout, and hold the scales fairly between the various parties. Above all, he must be firm and show no weakness. It is not unusual for speakers to run away from the point and air views which really have no bearing on the discussion. The chairman must be quick to perceive such departures, and he must bring the argument back to its proper channels in order ~~that~~ valuable time may not be wasted.

Strictly speaking, the chairman should have no definite views, his duty being to control the views of others. When feeling runs high and

arguments become heated, he will be well advised to refrain from expressing his opinions, and to be perfectly impartial. It is only in this way that all sides will feel able to put their implicit trust in him.

But all meetings are not verbal battle grounds and, fortunately, the majority of them are places where people meet to discuss matters amicably. On such occasions, it is clear that the chairman's knowledge and judgment may be of valuable assistance, and there is no reason why he should not express himself. In fact, there is every reason why he should do so. In cases when he is reticent, it often happens that somebody in the audience will rise and ask him, definitely, to give his views that the meeting may have the benefit of them. Under such circumstances it is quite proper for him to say exactly what he thinks, just as though he were speaking from the body of the hall and not the chair.

We said that the chairman must never show weakness. This should not be interpreted to mean, however, that the chairman has the right to brow-beat or bully those who speak. Actually, bullying is a sign of weakness; it shows that the chairman is uncertain of his own powers and that he adopts extreme measures in order to cloak his deficiencies. When a speaker needs curbing, there are milder ways of checking him and the milder ways will gain far more sympathy from the audience.

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Sarcasm is another trait that chairmen are apt to show. It has its uses on occasion, when a speaker grows tiresome, but few audiences will listen to much of it without showing their disapproval.

Thus, it all comes to this: A chairman must allow all sides to voice their opinions; he must be fair to all: he must have no opinions of his own if the harmony of the meeting is likely to be endangered by their expression: he must be genially disposed to all sides: and he must see to it that there is no wavering from the real business in hand.

AN OUTLINE OF THE CHAIRMAN'S DUTIES.—So far, we have dealt with the chairman's duties in a general way. Now, we will explain how a meeting should be conducted.

At every regular meeting the chairman has six definite duties to perform. If he is new to the work, it will be a good idea to write the six items on a slip of paper and have them in front of him while the meeting is proceeding. There will, then, be no fear of missing any vital point.

They are:

(i) *To make sure that the meeting has been convened correctly.*

In most cases there will be no doubt about this. The 'summons' paper states the time, place and other particulars. These will, of course, be adhered

to. For instance, it would be unpardonable to start ten minutes early.

Another point to note under this head is that many societies or bodies have a rule in their by-laws which specifies that members must receive notice of a meeting at least a certain period of time in advance. The chairman must satisfy himself that the proper notice has been given. As a matter of fact, he will do this before the meeting.

(ii) *To see that a quorum is present.*

In the by-laws, articles of association, rules, etc., of a body, it is invariably laid down that a certain minimum number of persons is required to be present at a meeting to make the meeting valid. When the minimum number is present, a quorum is formed and the meeting can proceed. It is the chairman's duty to see that this point is observed.

(iii) *To have any correspondence read.*

Usually, the chairman calls upon the secretary to read any that he has received and which touches upon the meeting. More often than not, the bulk of such correspondence consists of apologies from members who find it impossible to be present.

(iv) *To have the minutes read of the previous meeting.*

The chairman calls upon the secretary to read them, if there was a previous meeting, and when

the reading is finished, he says, "Gentlemen, is it your pleasure that I sign these minutes as correct?" On an assent being given, the secretary passes the minutes to the chairman, who signs them, and adds the date.

Very rarely someone stands and takes exception to a passage in them. This person can propose a motion to effect an alteration in them and, if it is agreed upon, the amended wording is inserted and initialled. The chairman then signs as already indicated.

It is very important to note, however, that the only change that can be made in the minutes is to make them a correct representation of what happened at the previous meeting. No alteration of policy or fact is permitted.

When time presses and the chairman fears that he may not get through all the business of the meeting, it is within his power to say to those present, "Gentlemen, may I take the minutes as read?" Then, if a unanimous assent is given, he may sign and date them, without any further formality; but, should only a single person disagree, the minutes must be read.

(v) *To proceed with as much of the business set down on the agenda as time allows.*

This, of course, is the real work that the meeting sets out to perform. The chairman should endeavour to get through as much of it as can be

usefully undertaken. If there is more than can be done, the surplus may be postponed until the next occasion.

There is no need for him to take the items as they occur on the agenda. They may be discussed in any order if the members agree. But the meeting has no powers to go beyond the subjects detailed in the agenda and deal with others.

(vi) *To close or adjourn the meeting when time or circumstance suggest that its prolongation is inadvisable.*

The chairman may do this by simply rising and saying, "Gentlemen, I declare this meeting closed," or "Gentlemen, I declare this meeting adjourned until such and such a date."

THE BUSINESS OF A MEETING.—Of the six points mentioned above, the fifth is the most important of all because it is to deal with the matters coming under this head that the meeting has been called.

When the time arrives for the real business to be begun, the chairman will rise and deal with the first item. Probably he will start by reading that part of the agenda which affects the actual item of business. It will be quite in order if he follows this by explaining what is involved; but at this stage it is best for him to take no sides in the matter.

Having outlined the business, he will declare that part open for discussion, and then he will sit.

Mr. B. now rises and gives his views. If he is an accomplished speaker he will keep to the point, but if not he may run away from the issue, and then the chairman must firmly ask him to keep to the matter in hand. When he has set forth his opinions, he should be asked from the chair to put his views in the form of a motion. This he will do in as few words as possible, handing them up in writing, if he has not already sent them, by post, earlier.

The chairman now reads Mr. B.'s motion aloud and asks if somebody will second it. Anyone who speaks at this juncture must do so as a seconder, and no other speech, for the present, is in order. If there is no seconder, the motion fails; if there is a seconder the matter is then open for debate. The seconder need not make a speech. It will be sufficient if he shows his willingness to support the motion by merely raising a hand or by saying, "I have great pleasure in seconding Mr. B.'s motion."

When several people have discussed the motion, the chairman must put the question to the vote, and so gain the collective opinion of the people present. There can be no rule as to when the voting should be commenced, but if speakers are few the vote is taken as soon as the last one has finished. If speakers are numerous, the chairman must strike some sort of a balance between the length of the agenda, and the time available for

its consideration. When the time reasonably allotted to one item has been exhausted, he should say something to this effect, "Well, gentlemen, you see the agenda is a long one; we have a good deal of business still before us, and I think we must now take the vote on Mr. B.'s motion."

At times there is a dearth of speakers, and the business flags because people are timid. The chairman should then look round and pick on somebody whom he thinks has a good knowledge of the subject in hand. He should ask this person to give the meeting the benefit of his opinions. If anyone is likely to take objection to this line of action, the chairman can protect himself by saying, "Mr. C. can, I believe, give us valuable information on the matter. Would someone propose that he be now heard?" After it has been proposed and seconded that Mr. C. be now heard, the gentleman in question can speak without fear of the chairman's impartiality being challenged. When Mr. C. has finished speaking, he should be asked to frame a motion and, as soon as it has been seconded, the matter is thrown open for debate, as already described.

MOTIONS PUT FORWARD A SECOND TIME.—When a motion has been seconded, discussed and voted upon, this particular piece of business is finished and must not be reopened during the same meeting. We mention this because there are people who,

when they have lost on a point, endeavour by subterfuge to re-open the matter, hoping that on a second presentation they may fare more successfully. Their plan is to twist the motion that has gone against them into a new guise and so put it up again before the meeting. The chairman must anticipate such schemes and rule them out of order immediately.

WHO SHOULD BE ALLOWED TO SPEAK?—Much has been argued and written about what should constitute the chairman's duty when a number of people are all anxious to speak at the same time. It is usually conceded that the member who first catches the chairman's eye should be granted the permission. This is, of course, the Parliamentary plan; but even the House of Commons method is not perfect, since there are some members who suggest that a chairman can acquire the habit of seeing and not seeing when the occasion is one presenting difficulties.

Another method is for the person who first rises from his seat to be allowed the opportunity to speak. This plan is no better than the former, since it is quite possible for two or even more people to stand at the same moment. Clearly, there is no way that is perfect. The best advice that can be offered is for the chairman to choose the speakers, in turn, who seem to him to represent all the various shades of opinion. If he does this, more cannot be expected of him.

If several people present have an idea that the chairman is favouring certain people to the detriment of others equally good, they have a very simple remedy. One of their number rises and proposes that Mr. D. be now heard, Mr. D. being, of course, someone who will voice their particular opinions. A friend immediately seconds this proposal and the matter has, then, to be put to the vote of the meeting. The collective vote will show whether the general mass of the people is satisfied or not with the choice of the speakers.

DISTURBANCES.—There is no doubt that the Englishman's love of fair play is such that at most meetings the chairman has little difficulty, if he possesses tact, in keeping order. But although he will seldom need to fall back on stern measures, it is highly important that he should know how to act when disorder does occur.

In cases where a person wilfully disturbs a meeting and prevents the transaction of business, he can be summoned under the *Public Meetings Act of 1898*, when the maximum penalty is a fine of £5 or a month's imprisonment. Should the meeting be of a political nature and held in a constituency during a period intervening between the issue of a writ for the return of a member and the actual election, the offence is considered more serious. The guilty one may, then, be charged under the *Corrupt and Illegal Practices Prevention Act of 1883* which prescribes heavy penalties.

It is rare, however, that the law will need to be invoked. Usually, the utmost which a chairman will feel disposed to do is to declare the meeting closed and, when he has left the chair, all further discussion is without value. Or he can adjourn the meeting for a definite period of time. This is usually the better plan, as to close the meeting sacrifices the whole of the occasion. An adjournment for, say, fifteen minutes loses no more time than is needed to enable the disorderly element to come to its senses.

A plan which proves useful in cases where someone insists on addressing the meeting against the wishes of the chair is for a member to propose "that the question be now put." When this proposal has been seconded and carried by the meeting, the offender is forced to give way.

A POINT OF ORDER.—It is very clear that occasions may arise when the person who is speaking permits himself to make some offensive remark. The remark may consist of insulting or unpatriotic language, or one of a thousand other things. Generally, the chairman will immediately interfere; but it is clear that the remark may be of such a character that the chairman is not to know of its derogatory nature. When this occurs, it is open to anyone in the hall to rise and interrupt the speaker. He uses the formula, "Mr. Chairman, I rise on a point of order." He does not wait for the speaker to finish his speech and he need

not wait for a pause in his words; he simply talks louder than the one who has made the offensive remark. At this signal, the chairman rises and asks the one who has interrupted on "a point of order" to explain, while the original speaker remains silent. The explanation being given, the chairman turns to the original speaker and asks what he has to say. Usually, the matter ends by a withdrawal of the offensive remark and some sort of an apology is offered by the one who uttered it.

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We have now given an outline of the duties of a chairman. In subsequent chapters many of the details are enlarged upon. These chapters, therefore, should be consulted.

CHAPTER III

THE DUTIES OF THE SECRETARY

THE secretary is a very important official, whether we are thinking of a company, a society or any other body of people. Though he ranks below the chairman, it often happens that his knowledge of relevant matters is greater than that of his chief; in fact, the chairman frequently turns to him for the facts which he requires.

ARRANGEMENTS FOR MEETINGS.—Here, our main concern is not so much with the general activities of a secretary as with his duties in so far as they affect meetings. At the outset, it is the secretary's concern to arrange the date of meetings and to follow this up by issuing notices of the date. In the case of limited companies, it is laid down by law that one meeting, at least, must be held between January 1st and December 31st, and that no more than fifteen months may elapse between two consecutive annual meetings. When society meetings are concerned, the rules of the particular society will determine when they are to be held.

The secretary, therefore, has to bear the rules in mind and confer with the chairman and other

executive officials as to when the meetings are to be held. A date being agreed upon, it is the secretary's duty to send out notices of the fact to everybody who has a right to attend. In the case of a shareholders' meeting, the law requires the notice to be seven clear days. As a rule, societies require the same or a slightly longer notice. Naturally, the time and the place has to be mentioned on the notice which is worded in some such way as the following :

"Notice is hereby given that the Annual General Meeting of Thompson's Tea Trading Company, Limited, will be held at Exeter House, New Smith Street, London, on Thursday, the fourteenth day of August, 19—, at 2.30 p.m. to receive and consider the report on — and to transact any other business which under the Company's Articles of Association ought to be transacted at this meeting.

By Order, J. A. C. Brown, *Secretary*.

In drawing up the above or any alternative notice, the secretary should be very careful to include a passage which allows the transaction of "any other business." He cannot possibly foretell what may arise at the meeting, and if there is not some such elastic clause embodied in the notice, a member may object to the time being spent on an item that is outside the agenda. Should, however, an important piece of business arise that

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was unsuspected, the elastic clause allows the meeting to deal with it.

THE AGENDA.—The 'notices of the meeting having been posted, the secretary must now busy himself with the agenda. This is a brief résumé of the business that is to be transacted. Sometimes a copy of the agenda is sent out with the notice of the meeting. Here is a specimen, with the notes, added in brackets, which the secretary would be likely to write on it, as soon as the matters were decided at the actual meeting :

AGENDA

(1) Minutes of the last Annual General Meeting.
(Taken as read and signed by the chairman.)

(2) Bank Balance.
(Pass book put in showing a favourable balance of £853 10s. 2d.)

(3) Purchase of a sports ground at New Leighton.
(To purchase the ground at the agreed price of £500.)

(4) To discuss the advisability or otherwise of holding literary meetings twice monthly during the winter session.
(Rejected by 27 votes to 22.)

(5) Fixing a date for the next Board Meeting.
(November 13th, 19—.)

THE MEETING.—When the meeting is about to begin, the secretary will see that all the arrangements for the reception and comfort of the members have been carried out. Then he will take his seat on the platform, usually at the chairman's elbow. He is needed here because it is to him that the chairman turns when he wishes to know a fact, such as a set of figures, or needs the production of a document.

The secretary, if he is a thorough and capable official, listens intently throughout the proceedings and does his best to anticipate things. Thus, when the chairman is speaking and he happens to mention a document, the secretary has already run through his papers and, just when the document is referred to, he hands it to the chairman, who is able to consult it without the loss of a second.

It is evident from this that the secretary, more than anybody, must keep his mind on the course of events, for not only is he the chairman's mainstay, but he has much to do in the way of making notes recording the decisions and conduct of the meeting. These notes he needs for such purposes as the next set of minutes.

It often happens that a dozen trivial things will arise while the meeting is in progress. As the secretary acts in the capacity of a manager, these trivial things will be set before him and they will distract him from the serious work of the meeting. Accordingly, the wise secretary will appoint a

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“junior” who will act on his own initiative when trumpery matters have to be dealt with.

Of course, the secretary is called upon to read the notice of the meeting and the minutes when the meeting opens. This is the only time he has to speak, unless the chairman calls upon him to read a document or explain something that has arisen out of his duties. Usually, a secretary's speech is no more than a brief recital of facts and, always, it is as short as the matter permits.

After the meeting the secretary will see that all documents are safely collected and carried away, that servants are paid, and it often happens that he has to pacify a member who harbours a grievance. Nominally, he is the last to leave the hall.

CHAPTER IV

THE MINUTES OF A MEETING

It would be useless for a number of people to come together and deliberate on matters of importance to them were no record kept of their actions and findings. Accordingly a history of every meeting of any importance is always compiled. The author of the history is the secretary, and what he writes down is known as the "minutes."

So that the minutes can be preserved and easily consulted, at any future time, every society, company, body or other gathering which meets regularly, possesses a minute book in which these records are placed one after the other, in chronological order.

As will be appreciated, the minutes must be very carefully written in order that they record faithfully exactly what happen at each meeting. In extreme cases, the minutes may be used as evidence in courts of law; thus their accuracy must be above suspicion.

DRAWING UP THE MINUTES OF A MEETING.—Every secretary will not reproduce the minutes of a meeting in exactly the same way; indeed, much latitude in their arrangement is allowed. Still, a

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certain amount of uniformity is advisable, and it is best to plan them on the following lines :

(i) Date, hour and place where the meeting was held.

(ii) Name of the chairman.

(iii) Names of other officials who were present, and total number of members who attended. In small gatherings, the names of everybody present may be mentioned.

(iv) An account of the formalities gone through, before the actual business was reached. This includes such matters as the secretary's reading of the notice convening the meeting, and the reading of the minutes of the previous meeting.

(v) An outline of the actual business transacted.

(vi) Date fixed for the next meeting, if this was agreed upon.

(vii) Time when the meeting closed.

All the above headings are perfectly straightforward with the exception of (v), which needs some explanation. In this section, all motions must be given in the exact form in which they were put from the chair. So that this may be done, it is usual to require the proposer to write down the wording of his motion. Then the secretary can copy the exact words into the minutes.

With each motion should be given the name of the proposer and the seconder ; also the state of the voting. In addition, mention should be made of any question which was withdrawn, negatived or superseded.

A SPECIMEN SET OF MINUTES.—In order that the above hints may be still more useful to secretaries unfamiliar with their work, the following specimen set of minutes has been drawn up.

Minutes of the Tenth Ordinary Meeting of the Riverside Debating Society, held on January 12th, 19—, in the Empress Rooms, at 7.30 p.m.

The chair was taken by Mr. A.

The following members were present : Messrs. B. C. D. etc. ; also Mrs. L. M. N. etc., and Miss O.

The secretary, Mr. P., was also present.

The notice calling the meeting was read by the secretary, who followed by reading the minutes of the Ninth Ordinary Meeting, held on October 5th, 19—. These minutes were confirmed by those present and signed by the chairman.

(This passage will need adjusting in cases where the minutes were taken as read.)

Letters of apology were read from Messrs. Q. and R., who regretted their inability to be present, the former on account of illness and the latter from business pressure.

A letter was read from the Secretary of the Local Cottage Hospital accepting the society's offer to

give a concert to the patients some time during the month of February.

Upon the motion of Mr. B. and seconded by Mr. C., it was resolved, unanimously, that the programme and other details of the presentation be entrusted to Mr. D., Miss O. and the secretary.

A long discussion then ensued regarding the growing funds of the society in the bank, and it was moved by Mr. C., and seconded by Miss O., that £20 be expended on refurnishing the Club room.

An amendment was moved by Mr. D., and seconded by Mrs. L., that the sum be increased to £50; but this was rejected by the meeting. (Votes 10 for, 15 against.)

The original motion was then put to the meeting and carried by a majority of 20 votes.

Mrs. M. then made the complaint that the Library was in a neglected condition, that certain books had been borrowed and never returned; whilst others had suffered defacement that was not ordinary wear and tear. She proposed, and Mrs. N. seconded, a motion to the effect that a committee of four be appointed to enquire into a more up-to-date system of classifying, lending and preserving the books.

The motion was put to the meeting and carried unanimously.

Upon a motion proposed by Miss O., and seconded by Mr. B., it was unanimously agreed

that the committee consist of Mrs. M., Mrs. N., Mr. C., and the secretary.

As there was no further business, the meeting terminated at 10.15 p.m., after a vote of thanks was accorded to the chairman.

DOCUMENTS AND THE MINUTE BOOK.—Since the minute book is a record of history of a body or society's activities, it follows that no better place for preserving certain documents could be found than in the minute book. Thus, in most minute books one finds inserted such things as agendas, letters, receipts, contracts, etc.

CHAPTER V

MOTIONS AND AMENDMENTS

MOTIONS are usually put before meetings in one of two ways. The most suitable method is for a member to send the actual wording of his proposal to the secretary at least a specified number of days before the matter is to come up at a meeting. In the by-laws of many societies, a definite time is mentioned by these notices.

On receiving the motion, the secretary considers it and, if it is in order, he places it on the agenda of the next meeting. He is bound to deal with it in this way if it is relevant and received within the prescribed period of time. He cannot shelve it, for instance, until another occasion, on the grounds that the business of the meeting is already too heavy. The only way in which the motion may be deprived of a hearing is for the chairman to close or adjourn the meeting before the particular item has been reached on the agenda.

Though a motion should always be sent to the secretary in advance of the meeting, whenever such a course is practicable, it is evident that circumstances must arise which often make it impossible. We will suppose, for instance, that

while the meeting is in progress and some matter is being discussed, a member offers his opinions on a certain point. These opinions are, perhaps, of more than ordinary moment. As a result, the chairman may say, "Mr. X., will you put that in the form of a motion?" and then, Mr. X. frames a motion. Clearly, such a motion could not be sent to the secretary seven days in advance of the meeting.

From what has been said, it may be inferred that, when clear matters of policy are concerned, notice should be given of the motion; but no notice is needed, or even possible, when the matter concerns such things as the appointment of a temporary chairman, the adjournment of a meeting, the formation of a committee to undertake special work, the business connected with letters read at the meeting, and issues arising out of the speeches of the members.

Many bodies require all motions dealing with questions of policy to be :

- (i) Set out in writing.
- (ii) Received by the secretary, a given number of days before the meeting. Seven, ten or twenty-one days are usually specified.
- (iii) Entered in a special book by the secretary. Such motions are to be brought before the meeting in the order in which they figure in the book.
- (iv) Proposed by the members who furnished them.

But, as we have already indicated, whether a motion is framed before or during a meeting, the proposer should set it down in writing, so that no mistake may be made about its actual wording. In addition, it should always take an affirmative form, beginning with the word "That." Thus, the correct commencement is "That this or that is to be . . .", "That X should be done. . . ."

DEALING WITH MOTIONS.—A motion is set before a meeting by its proposer. This person stands and explains what he has in view, either commencing or ending his remarks by repeating the actual words of the motion.

When he has finished, he sits and, then, it is open to anyone to second it. Suppose nobody is willing to act as seconder. The chairman will wait a suitable period of time and then declare that the motion has failed, as it lacks a seconder. The issue is now closed and cannot be reopened during the course of the same meeting.

But it is more likely that someone will second the proposer's motion. The motion being proposed and seconded, it is now open for debate. Anyone in the room may speak on the subject, but not more than once. The exception to this rule is the proposer. It is only fair that he, who began the discussion, should have an opportunity of closing it. Thus, he alone may speak twice on the same motion.

• AMENDMENTS.—It is very obvious that when a motion is before a meeting there will be people

present who, while sympathising with the motion, may feel that it, perhaps, goes too far or not far enough; or they may think that by an alteration of the wording the effect will be clearer, stronger, or, in some way, more what is wanted. Accordingly, they wish to make alterations in the motion, and this they do by proposing what is known as an amendment to the original motion.

Of course, it sometimes happens that a person who wants to defeat a motion, rises and suggests that the word "not", be inserted in some suitable place. This word, therefore, has the effect of changing the whole aim of the motion and making it the exact opposite to what was originally intended. Needless to say, this is an unfair amendment, and any live chairman will quickly rule it out of order. He should point out to the proposer of the amendment that his proper course is to speak against the original motion and hope that the voting will reject it.

THREE FORMS OF AMENDMENTS.—Amendments may take one of three forms :

(i) Words may be omitted from the original motion.

(ii) Words may be added to the original motion.

(iii) Words in the original motion may be changed.

To explain the working of these different kinds of amendments, we have selected the

following motion and will submit it to the three processes :

“That this meeting deplores the use of juvenile labour in the local insurance depot, seeing that the premises are not of an approved nature.”

Case 1.—The chairman rises and reads the original motion and then adds that he has received an amendment which proposes to leave out the words “juvenile labour in.” “The question I have to propose,” he adds, “is that the words named do form part of the motion.” If the votes favour their inclusion, then the chairman asks if there are any other amendments and, failing others, he puts the original motion to the vote. But, if the votes favour their exclusion and there are no other amendments, the original motion, duly altered, is voted on in this form, “That this meeting deplores the use of the local insurance depot, seeing that the premises are not of an approved nature.”

Case 2.—The chairman rises and reads out the original motion and then adds that he has received an amendment which proposes to add the words “adult and,” following the words “That this meeting deplores the use of.” “The question I have to propose,” he adds, “is that the words named do form part of the motion and be inserted where suggested.” If the votes favour the amendment and no other amendments are offered, he puts the original motion, duly altered, to the vote.

It then runs as follows: "That this meeting deplors the use of adult and juvenile labour in the local insurance depot, seeing that the premises are not of an approved nature." But if the votes do not favour the amendment, and no other amendments are forthcoming, the original motion is put to the vote.

Case 3.—The third case may present great difficulties. The chairman rises and reads the original motion and then adds that he has received an amendment which proposes to substitute the words "adult labour can be found in plenty," instead of "the premises are not of an approved nature." "The question I have to propose," he adds, "is that the original words named do form part of the motion." If the votes favour their inclusion, the amendment fails and the motion as it stood at first is put to the meeting. If, however, the votes favour their exclusion, the chairman then puts the question as to whether the new words shall be added. The previous voting presumed that the new words are to be included but, in debates, nothing is certain, and the voting may go against the inclusion of the new words. What, then, is the chairman to do?

It is quite conceivable that a motion with words omitted might be meaningless, although in the above case some meaning is still attached to the abbreviated sentence. The chairman should ask that alternative words be suggested but, failing

any, he must put the original motion, minus the words in question, to the vote.

AMENDMENTS TO AMENDMENTS.—While on the subject, it will be well to point out that an amendment can be proposed to an amendment. In fact, such are not at all rare at meetings where the debate becomes tense.

When an amendment is suggested to a previous amendment, the position becomes somewhat involved unless the issues are kept clearly in mind. The best plan is to dismiss the original motion from mind for the time being, and to look upon the first amendment as a motion, and the second amendment as a simple amendment to the newly-created motion. The second amendment is, then, discussed and, if it succeeds upon a vote, the original amendment is altered accordingly. This newly-worded amendment is, next, put up for discussion, and if it is voted upon favourably, the original motion is turned to once more but with the amending words. The rule, therefore, with amendments and motions is to work backwards and to deal with the smallest issues first, the greatest issues last.

HOW AMENDMENTS ARE REGULATED.—It will have been recognised already that amendments are treated in much the same way as motions. They are, in fact, small portions of motions. Thus, whenever possible, notice of an amendment should be given in advance, exactly as has been described

for motions ; but it is quite clear that the opportunities for giving notice will be fewer than in the case of motions.

Continuing, an amendment must be put forward by a proposer, and this person has the right to speak twice, just as he has were he proposing a motion. It is when we come to the question of seconding an amendment, that difficulties occur. By custom, the amendment must find a seconder but, by law, it need not. What then is a harassed chairman to do if a member puts forward an amendment which nobody will second and the member refuses to allow it to be dropped? If the chairman protests and will not put the amendment to the vote, on the score that it has not been seconded, the member may threaten legal proceedings.

There are two ways out of the difficulty. The first is to act strictly within the law and put the amendment to the vote, without it being seconded. It is fairly safe to say that, if an amendment cannot find a seconder, it will not receive sufficient votes to be carried. The second plan is to have embodied in the by-laws a rule which specifically states that an amendment may not be voted upon unless it has been seconded. Then, law or no law, the chairman has a right to drop an amendment that is unseconded.

Before leaving the question, it is necessary to emphasise what has already been said, that the

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practice in most debates is to take the vote on an amendment before the vote on its motion. This, however, is not universal, since the opposite course is observed in the Houses of Parliament. Therefore, in all political debating societies, the Parliamentary plan will be preferred; elsewhere the amendment will come before the motion.

CHAPTER VI

CLOSURES AND ADJOURNMENTS

EVERYBODY who has to attend meetings frequently, knows that much valuable time is wasted through the verbosity of certain speakers. How often, for instance, have we all been forced to listen for half an hour to a speech which could have been made in five minutes? The answer, probably, is "many times." As a rule, these lengthy orations are delivered by speakers who love to hear their own voices, but there are occasions when speeches are made to drag on and on purposely to waste time and to prevent discussion on other matters.

More often than not, a little judicious fidgeting on the part of the listeners has its intended effect on a wordy debater, and he promptly sits down. But the man who purposely speaks on and on, in order to waste time, is not deterred by such trifles. He is too thick skinned for that.

Thus it comes about that a method of stopping a speaker has had to be evolved, and the rules which govern the method are known as the closure rules.

It is very evident that any set of rules having for their object the muzzling of the speakers must be carefully handled, or the rules may do more harm than good. Suppose, for instance, that someone in the hall wishes to silence a speaker because the latter is divulging facts that are unpleasant to him and his friends. What he will do will be to invoke the closure system, and, unless the majority of the members are too alert for him, he will gain his ends. All this shows very clearly that while the closure rules are a valuable weapon, they must only be applied judiciously.

CLOSURE RULES AND HOW THEY ARE APPLIED.— It is close on midnight, we will suppose, and somebody has been making a rambling speech for the last three-quarters of an hour. Members are casting anxious glances at the clock, and somebody murmurs, "Will he never sit down?" This is a suitable occasion for invoking the closure system. A member rises and proposes "That the question be now put."

(a) This member can only succeed with his proposal if the total time of all the speakers on the particular debate has lasted, at least, one hour. The time taken by the present speaker does not, alone, count.

(b) Whenever possible, the proposer should aim rather at preventing other speakers from following on than bringing a present speaker to a stop.

This, however, is a matter of courtesy ; and he can stand at any moment and make his proposal, even during the middle of a sentence.

(c) The speaker must, then, stop immediately and await the decision of the meeting.

(d) The chairman must follow the rules of his society, association, etc. In many cases, the rules give him the choice of action. He may over-ride the proposal, if he thinks it unreasonable ; or he may proceed with it. In other cases, he is bound to consider the proposal of closing. It depends on the rules of the particular body.

(e) When an amendment is under discussion, the closure motion only applies to the amendment. Further debate is still possible on the original motion.

(f) If the chairman agrees to the proposal, the member moving it shall be allowed to speak for not more than five minutes. After the motion has been seconded, without a speech, and one member has been heard in opposition, for not more than five minutes, the question shall be put at once without further debate.

(g) If the voting favours the motion " That the question be now put," it is the usual practice to allow the member who proposed the motion or amendment which has been under discussion for so long a time to close the debate upon it. Whether he has any right in this matter or not is doubtful, and it is more than probable that custom merely

allows him this privilege out of courtesy. Therefore, it is incumbent on him to say what he wants as briefly as possible.

(b) When the closure motion fails and the discussion goes on, it is quite conceivable that, after a lapse of some time, a second closure motion may be suggested. There is nothing, in fact, to prevent half a dozen such motions, if the members happen to be in the temper to propose them. There is only one rule about them, which is that nobody may propose or second a closure motion more than once at the same meeting.

RULES AFFECTING ADJOURNMENTS.—When a motion for the adjournment of a debate is made, the mover may be allowed to speak for five minutes, but not longer. The seconder has no right to speak at all.

As soon as the motion has been proposed and seconded, it is usual for the chairman to allow one person to be heard in opposition to the motion, if there are any people wishing to support this view. The speaker who opposes is allowed five minutes. When he has finished, the question is put at once without further debate.

No second motion for the adjournment of the same debate should be allowed within an hour of the first one being lost, unless in the opinion of the chairman the circumstances have materially altered in the meantime.

No member should be permitted to move, or

second more than one motion for adjournment of the same debate. All motions must relate to the question of time, and none may extend over more than one ordinary meeting of the society.

THE NEXT BUSINESS.—A motion “That the meeting do proceed to the next business” can be moved at any time during a debate, whether there be an amendment under discussion or not.

The member moving the motion shall be allowed to speak for not more than five minutes. After the motion has been seconded without a speech, and one member (the mover of the resolution being offered the preference) has been heard in opposition for not more than five minutes, the question shall be put at once, without further debate.

CHAPTER VII

VOTING AT MEETINGS

A CHAIRMAN, who is not well versed in his duties, may be a little perplexed when it comes to taking a vote of the members present. In order that he may have the matter at his finger tips, we propose to set out all the necessary rules on the subject in this chapter. It will entail a slight amount of repetition of information given in other chapters, but the question is of importance and well worth the space devoted to it.

THE SPOKEN VOTE.—As a rule, the usual way of expressing one's preference is to raise a hand at the proper moment, but in many assemblies the vote is spoken. This statement, of course, needs explaining.

Therefore, we will suppose that the chairman has reached the stage when he puts the question. He rises and says, "The question is that this assembly is firmly of the opinion . . ." and so on. He pauses a second and then says something to this effect, "As many as are of this opinion, say, Aye." There are shouts in the affirmative coming from the members. When they have died down, he continues with, "As many as are of the

contrary opinion, say No.” There are more shouts, but this time they are of a negative order. The chairman assesses the two and says, “I think the Ayes (or the Noes) have it,” whichever is the case. Then, he waits a second, because, let it be marked, he has not said definitely that one side or the other has won, merely that he thinks so.

If nothing happens and nobody challenges him, the voting is finished, as far as that motion is concerned. But, he may be challenged.

VOTING BY A SHOW OF HANDS.—When members disagree with his opinion of the spoken vote, the chairman must proceed to take a vote by a show of hands. More often than not, the spoken vote is omitted from the proceedings and voting by hand is done at once.

When a vote is to be taken by hands, the chairman, usually, appoints a teller for and against, and these two gentlemen do the counting in turn. Naturally, others check the numbers, and what the tellers report to the chairman may be taken as correct. The chairman, then, stands and reads out the numbers, declaring the result of the voting accordingly.

VOTING BY POLL.—But there are occasions when even a show of hands does not satisfy some of the members. According to company law, and the articles of many companies, a vote must be taken by poll, if demanded in the proper way, i.e. :

(1) It must be demanded before or at the time of announcing a vote by a show of hands.

(2) It must be demanded in writing, and the demand should be accompanied by the name and share-holding of those asking for it.

A vote by poll is made in writing, usually on a form which requires (a) the voter's name, (b) his holding of shares, (c) whether by proxy or not—see later, and (d) whether he votes for or against.

Such voting, unless the articles of the company stipulate otherwise, can be done there and then at the meeting. It is somewhat difficult to undertake at such short notice, unless the secretary has foreseen the request and come provided with the necessary forms. Otherwise, the usual plan is to take the poll on the following day or the day after. Here it may be said that a postponed poll gives an absent member the legal right to vote, i.e., a deferred poll is not necessarily restricted to those present at the meeting. Another point, which is of vast importance, is that, on a show of hands, one person has one vote; but on a poll, one person has a vote for each share he holds. This, perhaps, gives the clue to the demand for most polls.

When a poll is deferred to some future date, the meeting usually proceeds with the next item of business and does not wait for the result; but it is a common practice to adjourn and not close the meeting when all the remaining business

is ended. The adjournment is to receive the announcement regarding the result of the poll.

PROXIES.—A proxy is a written permission, signed by the one giving the permission, permitting someone else to vote for him. The Act states that the “instrument appointing a proxy shall be deemed to confer authority to demand or join in demanding a poll.”

Here is a specimen wording for a proxy :

I (we), the undersigned, being the holder of six per cent Cumulative Preference Shares of the above company, hereby appoint John Jones, of 74, High Street, Kingsley, or failing him, Robert Robinson, of 19, The Grove, Kingsley, or failing him, Sydney Smith, of 51, The Market Hill, Kingsley, as my (ou^r) proxy to vote for me (us) and on my (our) behalf at the Annual General Meeting of the above company, to be held on Thursday, the 16th day of —, 19—, or any adjournment thereof.

As witness my (our) hand this — day of —, 19—.

..... sign here.

.....

CHAPTER VIII

COMMITTEES AND THEIR FORMATION

FREQUENTLY, a society or other body is faced with a matter that needs very careful consideration. In the ordinary way, the matter is one that the full body of members could not profitably discuss. It may be that they have not the requisite knowledge to deal with technical points, or perhaps they lack the time needed for sifting all the relevant evidence.

When such a matter arises, it is usual for a committee to be formed to go into the questions and report to the full body of members. The committee is comparatively small in numbers and it is a well known fact that a small group of people can often settle down to a task and accomplish it, while a large number of such people would never make any headway at all.

The committee, though it is sanctioned by the full body or society, has no power to bind the society. It merely deliberates, sifts all the available evidence, and then reports to the society. The latter receives the report and acts upon it or not, according to its own wishes. As is well known, Parliament has set up thousands of such

committees, and it may be added, ninety per cent of the reports have been set aside and never acted upon.

When a committee is to be formed for some specific purpose, the first consideration is its size. Naturally, if a body of a dozen men is appointing a committee, the committee will be considerably smaller than if a body of a hundred men are creating it. But, in every case, the great thing is to keep the number down to its smallest limits, consistent with usefulness. Five is, perhaps, as low as one may reasonably go, while twenty is approaching the maximum.

In creating a committee, the full body of members will be wise if they fetter the committee with as few restrictions as possible. The matter to be deliberated on should be very definitely set out and then perhaps a date for receiving the report should be named. The committee is then free to appoint its own chairman, make its own rules and set about the task before it exactly as it thinks fit.

Clearly, the first thing a committee must do is to appoint its chairman and then decide on what is to form a quorum. The lowest number for a quorum should be three—two is quite unsatisfactory—while five is an average number for a fairly large committee.

Procedure at the meetings which are held is quite formal. Members often sit round a table

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and discuss business as though they were chatting on friendly matters. Nobody stands when speaking and the rules about speaking once to a motion and similar things are waived entirely. Even a motion need not be seconded.

After all the points for consideration have been dealt with *in extenso* and all the witnesses examined, the committee draws up its report. On occasions when a committee has not been able to arrive at a unanimous conclusion, a minority report as well as a majority report is submitted to the full body, but this plan is contrary to the strict rules, and, if it is at all possible, one report only should be drawn up.

As a rule, when the committee has completed the first draft of the report, it appoints a day and then considers the report paragraph by paragraph, each section being treated as a motion which is capable of amendment. When the full draft has been dealt with in this manner, a vote is taken to the effect "that this report be submitted to the full society or other body."

When the full society receives the report it is considered and acted upon or not, according to the opinions of the majority. On occasion, the information furnished by the committee is used in a modified form. Not more than fifty per cent of the reports, so drawn up, are accepted by the central body in their entirety. This should not be taken as a slight on the members of the

committee. Their point of view generally differs very considerably from that of the central body which has to deal not only with questions of fact but, also, of policy.

Since many committees are formed in carrying on the business of local administration, it may be useful to conclude by stating that, though *the Local Authorities (Admission of the Press to Meetings) Act of 1908* gives the press certain rights in connection with being present at the meetings of local authorities, it does not extend those privileges to the meetings held by committees. Thus, the committees of local authorities are free to carry out their deliberations in private, if they wish.

CHAPTER IX

THE CHAIRMAN AT A COMPANY MEETING

So many private trading concerns are now being turned into companies that many men, with commercial ability but no legal knowledge, are apt to find themselves suddenly called upon to take the chair at the annual meeting of the company of which they are the head.

It must be a great shock to many men who find themselves in this position. Such men may be very able at their own work. They are highly skilled, perhaps, at organising their own factory, in executing orders and such like; but to stand upon a platform and conduct a meeting calls for an entirely different kind of training and it makes them realise their awkwardness.

Fortunately, an ordinary annual meeting is quite a simple function to preside at, and it is only when angry shareholders come determined to make themselves a nuisance that anything need be feared. If any such demonstrations are likely and the chairman feels unable to cope with them, his best plan is to take the advice of the company's solicitor.

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At the risk of repeating some of the things we have said elsewhere, we propose to set out here a complete account of a company's annual meeting, in order that an uninitiated chairman may know exactly how to set about his duties.

(1) Shareholders must have had seven clear days' notice of the meeting, according to the law.

(2) The chairman takes stock of those present to see if a quorum is present. (See Chapter II.) The quorum may be present in person or by proxy, the latter only when the articles of the company definitely permit it.

A proxy is a written permission which one shareholder gives to another and which empowers the latter to represent the signer of the proxy at the meeting. No proxy is valid unless it bears a penny stamp.

(3) If a quorum is present, the meeting proceeds : if sufficient people are not present to form a quorum, the meeting must not proceed. Any business transacted would be valueless.

(4) When the quorum is satisfactory, the chairman rises and says, "Ladies and Gentlemen, I call upon the secretary to read the notice convening the meeting." This is to show that the meeting is being held constitutionally.

(5) Next, the chairman says, "Mr. Secretary, is there any correspondence to read?" When the secretary has read any letters received that bear directly on the meeting, the chairman proceeds.

(6) He asks the secretary to read the minutes of the last meeting. When they have been read, the chairman stands and says, "Ladies and Gentlemen, is it your pleasure that I sign these minutes as correct?" The usual answer in the affirmative being given, the chairman, as a rule, bows slightly and says, "Thank you." He, thereupon, signs the minutes and puts the date under his signature.

(7) The next item is the balance sheet which, of course, is the real reason for holding the meeting. A common practice is for the chairman to rise and say, "Ladies and Gentlemen, since this balance sheet (holding up a copy) has been in your possession for several days, may I take it as read?" If the answer is "yes," which it practically always is, he can proceed: if the answer is "no," then either he or the secretary reads it.

(8) The chairman now reaches the stage when he is required to comment on the balance sheet. If it is a good one, he makes much of the fact: if there are good and bad points, he stresses the former and promises to remedy the latter: if it is a bad report, he tells the shareholders of

worse conditions probably existing elsewhere and goes on to say that the members of the present company can congratulate themselves that the state of affairs is not worse and proceeds to ask the shareholders for continued confidence in the Board.

(9) On finishing his remarks, he must offer to answer any questions put to him by those present. (Chapter V gives much advice on the conduct of this part of the business.)

(10) When these matters are finished, the chairman rises and says, "Ladies and Gentlemen, I now move the resolution adopting the balance sheet, and approving the dividends recommended."

(11) A co-director jumps up and says, "Mr. Chairman, I beg to second that." Perhaps he follows this formula with a speech.

(12) The resolution being carried, the chairman rises again and says that, in accordance with the rules of the company, Mr. A. retires from the board of directors but offers himself for re-election. If Mr. A. is re-elected, he rises and expresses his thanks, briefly.

(13) The auditors are put up for re-election next.

(14) At this stage, a shareholder rises and proposes a vote of thanks to the chairman. Another shareholder seconds the proposal and on it being carried, the chairman rises and expresses his thanks in a few chosen words.

This is a complete outline of the usual type of a company's annual meeting. As will be seen, the proceedings are such that no chairman need fear to undertake them.

CHAPTER X

THE CHAIRMAN AT A DINNER

MANY a good dinner has been spoilt for someone because the person in question has been called upon to take the chair. After all, the duties of a chairman on these occasions are pleasant enough and, once the formalities are understood, the rest should be easy.

PREPARING THE TOAST LIST.—We will suppose that you have been singled out for the post of chairman at a forthcoming dinner, your first care will then be to give an eye to the toast list. Usually, there is some official who has done this work before and to whom you may safely leave such matters. Still, you are nominally responsible and your best plan is to get into touch with the official and talk over the plans. In any case, whether you actually draw up the list or not, it is advisable that you should know, in advance, exactly what the arrangements are.

THE DINNER.—When the guests have assembled at their tables, it is the usual custom for the toast-master to “knock up” and to say in a loud voice, “Pray be silent while your chairman says grace.” With everybody standing, you then repeat grace,

that is if your society has no official chaplain, or there is no clergyman present who will accept the duty. Then the dinner begins, and for some little time, you are free to enjoy the courses without any interruption. However, after a while, the moment arrives for the first toast, which is invariably "The King." There are different opinions as to the exact point where this toast should be drunk, but, roughly speaking, it should come about half way through the dinner, perhaps a little later.

To give this toast, your toastmaster or you will knock to gain attention and then you will stand and say, "Ladies and Gentlemen (or whatever is applicable), I give you the first toast, 'The King.'" Everyone stands, holds up his glass and says "The King"; then, taking a sip, repeats the words, "The King." This is often followed by a verse of the National Anthem.

On very formal occasions, the process is slightly altered. You will stand, as before, but will make a eulogistic speech which will consist of remarks concerning His Majesty in so far as your particular assembly is affected by his activities. The conclusion to your speech will consist of some such words as "Ladies and Gentlemen, I give you the toast of His Majesty the King." Following that, the company rises and drinks to the toast, as already explained.

At short intervals after, the other loyal toasts may be drunk in the same way. They consist of

"Her Majesty, the Queen," "His Royal Highness, the Prince of Wales," etc. However, it is usual to omit these at informal dinners. Sometimes the first toast consists of "The King and the Royal Family," when the one occasion serves for them all.

THE PERSONAL TOASTS.—Having dealt with what are known as the loyal toasts, a short space of time is allowed to elapse and then you reach what might be called the personal toasts. They are the toasts which intimately affect your assembly, society, etc. Whether one of these will or will not fall to your lot depends on circumstances. If you have ample speakers, then the duties of proposing and replying can be safely left to others; but when few people are willing to come forward, it is very evident that you will have to propose one of them.

The last of the personal toasts is usually "The Chairman." This will be proposed by a friend of yours and, a few seconds after he has concluded, you will rise and respond. Thus, your duties consist mainly in calling upon the various speakers to propose or reply to the toasts, also in proposing one toast and replying to another. Let it be said that your right-hand man, and not you, calls upon the speaker who is to propose your health.

The final toasts are usually those of "The Visitors," and, or "The Ladies." If the duty devolves on you and not the toastmaster of calling

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upon the speakers throughout the evening, you will rise and use some such formula as this, "Ladies and Gentlemen, I have great pleasure in calling upon Mr. So and So to propose (or reply to) the toast of *whatever it is*," and then you sit. .

When the last speech has been made, the last item on the programme has been given and the proceedings have come to their termination, you must rise and say something by way of a conclusion. Here you have unlimited choice. "Well, Ladies and Gentlemen," you may care to say, "it has been a very successful and enjoyable evening and I am sure you all regret it has come to an end so quickly." With that, you have finished.

CHAPTER XI

SPEAKING IN PUBLIC

MANY people will do anything rather than speak in public, whilst others would hardly consider that an occasion had gone off satisfactorily if they had not had an opportunity of hearing their own voices. Of the two, we much prefer the attitude of the former class though, of course, the best plan to adopt is something midway between the two.

Living as we do in a highly socialised state, it is a condition forced on us that occasions will occur when we are bound to express our views publicly. We should not try to avoid the occasions, but accept them in their proper light and go ahead. After all is said and done, there is nothing much in it, although our timidity makes us think there is.

Let us suppose that you hold a position—it may be as a director of a company, an official in a golf club, or any post of a public or semi-public nature—and you see looming ahead in the distance the time when you will have to make a full-length speech. Maybe you view the occasion with a shudder and wonder whatever you will do when

the moment arrives. Do not think there is any novelty in your position. Thousands, before you, have felt exactly as you do and, when the occasion has passed, they have wondered why they looked upon it all with such trepidation.

HOW TO GAIN CONFIDENCE IN PUBLIC.—Of course, if you are wise, you will say to yourself, "I'm a bad speaker, but I'll put all that right before the big occasion arrives." Now, this is how you will set about putting things right. First, you will go to all the meetings you can and you will take your part in the proceedings. You will get up, for instance, and say "Mr. Chairman, I have great pleasure in seconding that motion," and then you will sit down. These few words are the thin edge of the wedge. You have heard your own voice in public and you have made a start. From this, you will go on to higher flights. An occasion will arise when you will speak for, perhaps, two minutes on a motion, whereas, formerly, you always sat still when discussions were going on. Thus, from small beginnings, you will proceed to bigger things, and become accustomed to hearing your own voice.

Naturally, you are not eager to tell others of your little failings, but it will be just as well to enlist the sympathies of a close friend and ask him to listen intently to anything you may say at the meeting. And, when it is all over, you will get him to tell you whether you pitched your voice

loud enough to fill the hall, whether you spoke too softly, or what he thought of it. From his criticisms, you ought to be able to learn just those little things that you could never find out for yourself. •

So much for the way you will get accustomed to facing an audience, but you must attend, also, to the technique of your oratory, and this you will do at home. Take yourself into an upper room of your house, close the windows and doors, and then begin by reading aloud some good prose. Stand in front of a mirror, hold the book in your left hand and leave the right hand free to move about. You should put in some actions with your hands, when making a speech, but a great deal is not wanted and it is very easy to overdo this part of the business.

After the prose, turn to one of the specimen speeches in this book and, while reading it, try to imagine that you are actually delivering the speech. Probably, you will be surprised at the progress you will make after three or four practices. And, when you have delivered a few of the specimen speeches, make up some of your own. Choose any subject you fancy and talk aloud on the matter for three or four minutes. That, too, will be excellent practice.

PRONUNCIATION AND VOCABULARY.—Now that you have embarked on speeches of your own, it will be necessary to give a good deal of thought

to your pronunciation and vocabulary. In ordinary conversation, many of us use a style that is more or less slovenly, and were someone to write down exactly what we say and how we say it, there is little doubt that we should be amazed, when it was reproduced for our benefit.

Now, in speeches, there are listeners who are noting every syllable and every word we utter. Thus, it is highly important for us to speak well and choose suitable words,—far more so than it is in ordinary conversation.

The use of the aspirate and the pronunciation of some of the more unfamiliar of our words should be given the first consideration. It is quite common to hear such expressions as “izzee” for “is he,” and “he-oo” for “he who.” These are the very natural results of rapid and slurred speech, and will disappear if a speaker will but remember to deliver each word separately and deliberately. A far more irritating defect, and one much more difficult to eradicate, is the habit of misplacing the aspirate. In their desire not to admit it, some people tack the letter “h” on to almost every word beginning with a vowel. Misuse of the letter “h” is frequently the result of a failure to observe a very useful rule regarding the pronunciation of the common word “the.” Before a vowel, the word “the” should be pronounced as “thee”; before an “h,” it should be pronounced as the letters “th” in the word “leather.”

Many people invert this rule, and the result is such errors as "the hambition" and "the 'ouse."

Another common defect is the addition of an "r" at the end of a word which ends with a vowel, such as "the idear of."

A speaker should aim continually at the extension of his vocabulary. Nevertheless, in speech, the familiar word should always be given preference over the far-fetched, the short over the long, and the concise phrase over circumlocution.

One still finds many people with extremely hazy ideas regarding the difference in meaning and pronunciation between such words as *complaisant* and *complacent*, *deprecate* and *depreciate*, *ascetic* and *aesthetic*, *veracity* and *voracity*, *allusion* and *illusion*, *proscribe* and *prescribe*, *perspicacity* and *perspicuity*. These and doubtless many others, will repay looking up in a good dictionary.

Then, again, certain verbs are often wrongly used. For instance, the verbs "to lie" and "to lay" are confused in conversational speech to an extraordinary extent. It should be remembered that the verb to "lay" is transitive—that is, a person who lays must lay something, as a hen or a bricklayer does. "To lay *down*" is thus a physical impossibility.

Also, archaic and obsolete words should be avoided, since usage no longer requires them. We have in mind such veterans as "yclept," "whilom," "methinks," and "behest." Each

has a much more youthful alternative that will sound less strained.

Regarding catch-phrases, these should be used sparingly or not at all. We always feel irritated when a speech contains a sprinkling of the following: "To be or not to be," "to all intents and purposes," "more honoured in the breach than the observance," "the light, fantastic toe," "the soft impeachment" and "filthy lucre." Of course, there are many others, equally threadbare.

Care should be taken to see that what we say is tolerably grammatical. A common mistake is to use a singular noun with a plural verb. "The flock of sheep were grazing" is a typical example. The verb "were" should agree with the noun "flock." There is only one "flock," yet "were" is in the plural. It should, therefore, be, "The flock of sheep was grazing."

Another frequent fault is to end up a sentence with a preposition. A professor of English is credited with having said that "a preposition is a wrong word to end a sentence with," thus perhaps, unintentionally, he doubly emphasised his point. Such a sentence has a weak, ragged, incomplete effect. "What subject are you speaking on?" lacks the polish and finish of "On what subject are you speaking?"

Then there are the Latin tags and foreign phrases. It is true that there are some abstractions that can be expressed only with difficulty in English and

for which it is often advantageous to employ a foreign idiom. But, generally speaking, the sprinkling of a speech with such interpolations as "a quid pro quo," "pro bono publico," and "rus in urbe," will suggest to the audience that the speaker is airing his knowledge.

Thus, it all amounts to this: If you have to make a speech, get some practice beforehand in talking at meetings and, at home, practise the art of clear and deliberate speaking.

Voice production and perfect elocution are definitely necessary to the making of a good speech. To acquire these assets, listen to a clear voice coming over the radio and proceed to practise the intonation and enunciation of the speaker.

A good lecturer using pure English is the type of voice delivery you should take as your model.

CHAPTER XII

BUILDING UP A SPEECH

WE will suppose that, in a week's time, you have to make a speech and the fact rather overwhelms you, seeing that you are not used to such things. As we have said, more than once, elsewhere, there is really no need to view the occasion with any apprehension. Speech-making is not nearly so much of an ordeal as you probably think.

MAKING THE PREPARATIONS.—In the first case, it will be advisable for you to study the hints offered in the chapter entitled "Speaking in Public," and having carried out as many of the suggestions given there as lie within your powers, the next thing is to settle down to planning the actual speech.

There are three ways to plan a speech. The first and best method is to go mentally over the subject on which you have to talk and merely think of what you intend to say. And, then, when the time comes, to say it.

Though this is the plan adopted by most of the best speakers, it is not one that the novice should attempt, for the very simple reason that, when the time comes, he won't say it. All the clever

ideas that he planned, all the carefully built up arguments that he had prepared, all the amusing side-lights that he had in mind—all of them fly from his brain, as he stands up and gazes on the sea of faces, and everything becomes a total blank. We have experienced it all, so we know.

The second way of planning a speech is to think out all the things that have to be said and to jot down a list of headings on a slip of paper. The slip can then be used while the speech is being actually delivered. The headings will keep you on the right lines, they will help you to remember all your points, and they will not cramp your style. In other words, they will assist and not restrict you. This is usually considered as good ~~a~~ way as any of preparing a speech.

The third method is to sit down and write out what you intend to say from beginning to end. You can, then, take your script into a private room and go over it aloud a dozen or, perhaps, forty times, until you have learnt much of it by heart, while the rest you can fill in by a system of paraphrasing. A glance at the paper, just before you rise to speak, will refresh your memory splendidly and, quite likely, you will be surprised and pleased at your powers of oratory, after the event.

But, if you do go to the trouble of writing out the whole of the speech, do not be tempted to read

it on the great occasion. No speech that is read is as convincing as one that is delivered, while many are simply grotesque. Not so long ago we were forced to listen to a speaker who read his speech. When he came to the foot of what we imagined must have been sheet No. 100, he had trouble in turning over to sheet No. 101, so there was a pause in his reading. What he said before the pause was "I am agreeably surprised," and after the pause, "to find such a large and dignified audience here to-night." The large and dignified audience laughed outright.

NOTES OF HEADINGS.—Having considered the three methods of preparing the speech, you will probably elect to follow the second, which is based on the plan of making notes of headings. Before proceeding, however, with the preparation of notes, a clear understanding of the essential component parts of a speech must be obtained. These parts may be regarded as being six in number, each following rationally from the preceding, all in direct relation to each other and the whole: They are as follows :

- (1) General introduction of subject.
- (2) Statement of the particular proposition which is to be expounded.
- (3) The evidence in detail.
- (4) The summary of evidence.

(5) Exposition of the conclusion logically to be drawn from such evidence.

(6) The appeal for support, or the “peroration”

Under these headings your notes may most conveniently be set down. Naturally, certain of the divisions are capable of further subdivision. Evidence in detail, for instance, may well have six divisions of its own, the number being mainly dependent on its bulk.

Let us suppose, for the purpose of a practical example, that you have to deliver a speech on “The Need for Prison Reform.” Having acquired a fair knowledge of your subject, you come to the preparation of your notes.

First comes the question of how to ~~open~~ ^{begin}. Your introduction must be of a nature to arrest attention. Some topical or personal reference will generally achieve this end, and is the method very frequently adopted. In the present instance it will do very well.

Now, then, for the first note. Since the question is of prisons, recent police proceedings will supply a topical reference. Select a case that has received a fair amount of press comment, and under the first of the headings mentioned above, write down :

(1) John Smith, burglar. 3 years.

Having mentioned this case in opening your speech, you have to lead up to the subject of prisons. On prisons few people have very definite

ideas. You may bring this home to them by asking whether they have any idea where, and to what, John Smith is going. Very good; write as a second note, under the same heading:

Where is he going?

You will be able to enlarge on this somewhat, calling to mind possibly the description of the contemporary prisons contained in Charles Reade's novel, *It is Never Too Late to Mend*. Here is a further note to make. Under your heading of General Introduction, you have, then, this:

(1) John Smith, burglar. 3 years.

Where is he going?

It is Never Too Late To Mend.

Passing to heading (2) you have to set out your "argument" or the proposition you wish to prove. For this, bearing in mind that you wish to show that our prisons need reform, you had best give some reason why, as at present constituted, they are wrong. You think, perhaps, that it is because they do not have the requisite effect. Surely they ought to improve criminals, not merely punish them in a spirit of vindictiveness. That offenders are not improved by periods of imprisonment is shown by the continual mention in the press of persons who have twenty or thirty convictions, and who have spent the greater portion of their lives in jail. Under (2), then, write down:

(2) Prisons need reform.

They do not improve criminals.

Shown by repeated convictions..

With (3) we come to the presentment of the evidence you have acquired by reading up your subject, or in other ways. Its quantity will be governed by your time-limit to a certain extent; but if the time allowed you is short, you should economize it by compressing details, rather than by omitting them. Your notes of evidence will appear something like this: .

(3) Food in prison is the absolute minimum.

Punishment entails reduction of food (starvation).

Silence is enforced (mental torture).

Solitary confinement (ditto).

Condemned man's 3 weeks of terrible suspense (ditto).

Divine Service is a farce.

Attempts at uplift (ditto).

New offenders are thrown in with the old.

On each of these sub-headings you should be able to discourse for two minutes or more, forcing your hearers to realize what these things mean.

For the summary of this evidence, it will merely be necessary to make a note thus :

(4) Physical and mental torture.

No genuine attempt to improve criminals.

Contamination.

The logical conclusion from all the foregoing is that the system does no good (actual harm, rather), is cruel, and is therefore in need of reform. Make a simple note to the effect :

- (5) System does harm.
- Is cruel.
- Vast improvement obviously necessary.

Your peroration should have all the eloquence of which you are capable ; and, as a keynote, you might jot down as a final aid :

- (6) Ignorance of the facts alone could permit such frightfulness in a really civilised country.

As a whole, your notes will appear thus :

(1) *General Introduction.*

John Smith, burglar. 3 years.

Where is he going ?

It is Never Too Late To Mend.

(2) *Statement of Particular Proposition to be Expounded.*

Prison system needs reform.

It does not improve criminals.

Shown by repeated convictions.

(3) *The Evidence in Detail.*

Food in prison is absolute minimum.

Punishment entails reduction of food (starvation).

Silence is enforced (mental torture).

Solitary confinement (ditto).

Condemned man's 3 weeks of terrible
suspense (ditto).

Divine Service is a farce.

Attempts at uplift (ditto).

New offenders are thrown in with the old.

(4) *Summary of Evidence.*

* Physical and mental torture.

No genuine attempt to improve criminals.

Contamination.

(5) *Exposition of Logical Conclusion from Evidence.*

System does harm.

Is cruel.

Vast improvement obviously necessary.

(6) *Peroration.*

Ignorance of facts alone could permit such
frightfulness in a really civilised country.

If your memory is good, or if you have had
some little experience, the above could advantage-
ously be cut down to :

(1) John Smith. Charles Reade.

(2) Reform. No improving effect. Repeated
convictions.

(3) Food. Solitary. Silence. 3 weeks. Moral
teachings, a farce. Contamination.

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- (4) Torture. Failure to uplift. Make worse.
- (5) Harmful. Cruel. Reform.
- (6) Frightfulness—civilization.

A beginner would be ill-advised, however, to attempt a speech from notes cut down to this extent. The longer form is clearer, and if well spaced and arranged can hardly mislead him.

CHAPTER XIII

DELIVERING A SPEECH

SOME wise person has put it on record that the way to deliver a speech is to stand up, to speak up and, then, to shut up. Actually, this is excellent advice which quite a number of even old-hands might take to heart.

To deal with the question of your pose first : When you rise, stand perfectly erect, but not stiffly. Do not, for instance, loll on to the table or twist yourself over a chair-back. Put your hands behind you or hold them together in front. There are occasions when it will not matter if they go into your pockets, but if you do this with them, do not jingle your money. Above all, do not use your hands for fidgiting with things. We know one after-dinner speaker who always forms a square on the table with forks and spoons. All his friends wonder what he would do if a waiter deprived him of these articles.

If, when you rise, you feel nervous, a good plan is to deflate the lungs, then to take in a full breath of air and to expel it slowly—all, of course, without anyone being able to notice what you are doing. This will put more than the usual supply of oxyg

into your blood, and it will have the effect of steadying the nerves. Try it and you will be surprised.

We know a staunch teetotaler who always drinks a glass of wine just before he has to rise. He tells us that it gives him the necessary "kick" for making him equal to anything. He salves his conscience by saying it is medicine. Certainly, a glass of wine does serve to loosen the tongue, but it may cloud the brain and muddle your thought.

STARTING OFF.—Your first words will consist of whatever formula is appropriate, "Mr. Chairman, Gentlemen," or "Ladies and Gentlemen," etc. The mere fact of having to begin in this way is useful because it gives you a chance of making a start without effort. Thereafter you will continue with your subject matter. If it is a business meeting, your speech will be taken up with the statements that you are required to make, so your course should not be difficult. Nor should there be any trouble in deciding what to say, if you are making a speech as an official at a social or other club. The business in hand will supply your subject matter. It is when you are called upon to speak at a dinner and reply to some toast about which you happen to know very little that you may be starved for ideas, especially if all the previous speakers have stolen your thunder.

Of course, there are ways out of difficulties such these. One plan is to acknowledge the honour

that you feel has been conferred on you by being entrusted with whatever toast or subject has been forced on you. Then, you can continue by confessing complete ignorance of the whole matter, and if you play your part well, it will be possible to convulse your audience with laughter. And, do not forget that it is not terribly difficult to provoke laughter after a dinner. Your listeners are wonderfully considerate.

But, if you think of striking a humorous note, try to do it off your own bat, so to speak. If you must bring in a joke, and there is no reason why you should not, see to it that it has some bearing on your utterances. Too often, a speaker introduces a joke by saying, "That reminds me of a story, I heard the other night at the club." Thereafter, everybody is left wondering what it was that reminded the speaker of the story, with the consequence that the psychology of the whole speech is ruined.

Do not feel that you must speak for a given number of minutes. If you have said all that you have in mind, nobody will object if you sit down before the clock has ticked off your allotted span of time. In fact, you are more likely to be thanked. At the outside, ten minutes should be the most you are on your feet, unless you are an important personage, such as the chairman. Naturally, he may have a good deal to say and, therefore, he must be given more freedom.

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What you say is important, but how you say it is equally so. Make it a rule to speak slowly and be deliberate, but do not be a hesitater—one of those people who pause for such a long while that the audience begins to wonder whether anything has happened. Enunciate every word clearly and fully. Above all, do not slur or clip your words; but pronounce every syllable fully. If you want to be a hundred per cent audible, form your words on the tip of your tongue against your front teeth. It is the people who speak down in their throats that are difficult to hear.

When you have dealt with all your facts, make some sort of a conclusion to your remarks, and then sit down.

CHAPTER XIV

POLITICAL ASPIRANTS

TO-DAY, there are more young men and women who are politically inclined than there have ever been in the past. Moreover, the ranks are being continually added to by newcomers who want to take their share in the government of the country.

To the credit of these young men and women, it can be truthfully said that the majority of them are anxious to make themselves politically efficient. In no way is this more noticeable than in their desire to become, what has been called, articulate in public.

For those who wish to master the art of platform speaking, there is no better method than the formation of small, more or less informal, debating classes. Half a dozen friends can easily get together and meet, in rotation, at their respective homes one night a week, but they must first enlist the services of somebody who has ability as a speaker and who will take on the rôle of teacher.

The teacher, at the outset, will act as chairman and he will use his tact and experience to assist the more nervous beginners. At the first meeting,

he should give or read a short address on the principles of good speaking. This may well be followed by calling upon each member to speak for, say, two minutes on any subject.

Generally, a request for some personal reminiscences elicits the most ready response. Those whose nervousness is so great that they cannot bring themselves to speak at all coherently may be given one or two short passages to read, at intervals, until they gain some slight confidence in themselves.

After each little speech or effort at correct reading, the teacher should offer a few critical remarks. These must not be too destructive, nor yet too effusive, but at the same time they ought to reflect a certain measure of truth.

At a few subsequent meetings, the members of the class should be set, more and more, to giving their opinions on controversial topics, and these opinions should be criticised by their audience.

At, say, the fourth or fifth meeting, the chairman should give a short address on the component parts of a speech and the system of arranging the notes for a speech. When these methods have been assimilated, it will be found interesting to devote about half the time of a meeting to prepared speeches, and the remaining half to a short debate on some topic proposed and decided upon by vote.

After this stage, the evolution of the class into a debating circle, pure and simple, will be almost

inevitable : and when, by general opinion, the need for the criticizing system is no longer felt, no time should be lost in constituting, with correct rules and officers, a proper debating society.

THE CONSTITUTION OF A DEBATING SOCIETY.—
Such a society should have the following officers :

- (1) A President or Chairman. . . .
- (2) A Vice-President or Vice-Chairman. . .
- (3) A Secretary and Treasurer (if desired, these offices may be held separately or jointly.)
- (4) A Committee should be formed of all the officers and, at least, an equal number of ordinary members.

The President or the Vice-Chairman, when the former is absent, will take the chair at all meetings.

The Secretary has charge of all the society's correspondence, is responsible that the minutes are properly recorded, and it is his duty to arrange debates with other clubs, and to inform members whenever meetings are to be held.

The Treasurer has charge of members' subscriptions, sees that they are paid and he keeps the accounts of the society generally. On him rests the responsibility of paying all outgoings and of keeping the receipts.

The Committee selects subjects for debate, the speakers to open in the affirmative and the negative, and arranges the programme for all the society's

activities. It decides on all questions arising within the society, and is generally responsible for the drawing up of the code of rules.

In all of the more enlightened societies, there is a desire that its members should obtain not only practice in speaking but, also, in the conduct of meetings. Therefore, facilities are given for every member to act the part of chairman occasionally. The actual chairman opens the proceedings and then vacates the chair in favour of the member whose turn it is to fill the office on that evening. Naturally, this is only done when the society meets privately and visitors are not present.

At an ordinary meeting, the chairman will first dispose of the business of the meeting by having the minutes read and approved and then he will deal with any other matters. This he should do with as little delay as possible, since the majority of those present will be anxious to enter on the debate.

Then, the chairman will state the subject for discussion and call upon the openers, in turn. In open discussion, it is usually the rule to allow each member an agreed time to speak, and to speak once only, although a member may rise at any time on "a point of order."

When the time is up, or no more speakers are forthcoming, the chairman should call upon the opener, or if there were two openers, upon both of them, in turn, to make a short reply to the criticism advanced.

The motion should, then, be put to the meeting and a vote taken by a show of hands. The result of the voting should, then, be announced clearly by the chairman and recorded by the secretary.

Members should endeavour to speak on all occasions, since practice is absolutely necessary for progress. They should, also, realise that some knowledge is needed before speaking can be intelligent: therefore every subject set down for debate should be studied beforehand.

CHAPTER XV

HOW TO FORM A PRIVATE LIMITED COMPANY

FOR reasons of security and convenience, it is often wise to turn a growing private business into a limited company. Thus it is that many people, who have built up successful businesses, are desirous of transforming them into companies. Very often, these people have no knowledge of the law concerning these matters: they know nothing of the cost entailed and they have no way of judging how their position as proprietor would compare with that of director.

Naturally, the first real step must always be to consult a solicitor, but it is only reasonable that people with businesses would like to understand the process of transformation even before they go to the extent of engaging a solicitor. For instance, they want to know whether the change is worth while in their own special case.

COST.—First of all, the question of cost will certainly be a deciding factor. On this point it may be said that the least a private business can be transformed into a limited company is, roughly, about £50, and, of course, it can be a great deal more. It depends on the work entailed in making

the proper valuation, how the existing property is disposed and the capital value of the concern, etc.

THE KIND OF COMPANY.—Generally speaking, there are two kinds of companies that will interest the type of person we have in mind. The first is known as a public company; the second, a private company. A public company must consist of, at least, seven shareholders, it may appeal to the public to buy its shares and there is a certain amount of freedom in selling these shares on the Stock Exchange at any future time. On the other hand, a private company is one which need have no more than two shareholders; it must not have more than fifty; there are certain restrictions about selling its shares, and it is definitely debarred from appealing to the public for capital.

Of the two classes of companies, the private concern is the one which most business people prefer, if figures prove anything. At present, there are something like ninety thousand companies in the country and, of these, close on eighty thousand are private companies. Thus, if a man has a business which he is thinking of turning into a company, there are about eight chances to one that the private company will suit him best.

As there are very real restrictions imposed on any concern trading as a company, the reader may very naturally ask what are the benefits to be gained by transferring a business from its original

condition to that of a company. The benefits are numerous, but one or two of them will be sufficient to mention here. Suppose that a business encounters a serious setback—bad debts, somebody absconds with cash, a multiple shop opens nearby, etc., and suppose that, as a result, the business gets behind with its payments. If it is a mere private business, creditors may claim the owner's private house, his furniture, his cash, his clothes even. But, if it is a private company, the liability does not go beyond the business: the owner, in fact, is not ruined.

Again, suppose that the owner of a business dies and leaves his possessions to several heirs. As an ordinary concern, it might be very difficult to apportion the profits to the heirs: it might ruin the business if the heirs all took a hand in directing its course. But, if the business were a private company, the figures would be carefully checked, it would be a mere matter of arithmetic to divide up the profits, and there would be definitely appointed officials to attend to the course of the concern.

FORMALITIES.—Among the formalities required for the formation of a private company, the most essential is to prepare the Memorandum of Association and, then, to submit it to the Registrar of Companies for registration.

This Memorandum gives such information as the following:

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(1) The name of the company, the last word of which must be that of "limited."

(2) The situation of the registered office of the company.

(3) The amount of the nominal capital and the Preference and Ordinary Shares into which it is divided.

(4) The objects of the company.

(5) The names, addresses and occupations of the subscribing shareholders.

In dealing with item 4, it must be remembered that once the objects of the company have been determined, it is illegal to go outside them. Thus, the usual practice is to describe the objects in a very liberal manner and include even remote activities, so that the operations of the company may not be hampered at any future time by restrictions.

Next to the Memorandum in importance are the Articles of Association. These are not obligatory, but if a company elects to do without them, it must observe the set form of articles laid down in Table A of the first schedule of the Companies (Consolidation) Act of 1908.

The articles consist of the rules governing the working of the company. Whether a company

should elect to draw up its own or use those in Table A is a matter for personal decision and can only be determined after considering those in Table A and seeing if they are applicable or not to the special case.

REGISTRATION FEES.—Some idea of the government fees can be gained from the following, but allowance must always be made for charges that crop up unexpectedly.

(1) Registration stamp of £2 when the nominal capital does not exceed £2,000.

(2) Also, for every £1,000 between £2,000 and £5,000 of nominal capital, an extra £1. Beyond £5,000, the cost decreases per £1,000.

(3) Also, a capital duty of £1 per cent for the whole of the nominal capital.

(4) The Memorandum and the Articles must each bear a deed stamp of 10s.

When the Memorandum and the Articles are ready, they are submitted to the Registrar with the appropriate fees. He issues a certificate, usually two days later, and then the company can commence operations straight away.

GENERAL CONDUCT.—The company being formed, one or more directors are appointed by

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the will of the shareholders and these guide the affairs of the company. Every year an annual meeting must be held, and shareholders must be given an opportunity to attend and express their wishes by means of resolutions.

SECTION II

READY-MADE SPEECHES

In this section, a number of set speeches is given at full length. It is hardly intended that they should be delivered, on any appropriate occasion, word for word.

In almost every case, they will be immeasurably improved by the addition of some reference or allusion to actual facts. Such facts, of course, cannot be given in these pages. They are personal or private details which will be suggested by the occasion and the moment.

It should be recognised that, with slight changes, almost every speech given here will serve for several occasions other than that mentioned. Thus, the collection has unlimited uses.

THE KING

(A Toast suitable for almost any occasion when more than a few simple words are needed. It should be proposed by the chairman, president or whoever fills the most important position)

Ladies and Gentlemen,—My first duty is to give you the toast of “His Majesty the King”—a duty

which is in itself an honour, and one in which I am confident of the cordial support of every one here present. There is no necessity for me to enumerate those qualities in our King which endear him to us all, and cause this simple toast to be drunk with heartfelt loyalty whenever and wherever a few Britons are gathered together. Our King, in a measure represents to us the greatness of the British Empire, and the liberties and the ideals for which we all strive. The enthusiasm shown on any occasion when he appears in public confirms my opinion that deep down in the heart of every Briton, whatever his class or creed, is implanted a firm loyalty to the Throne ; and in that conviction I am assured that the toast I have to propose will meet with a warm and sincere response. Ladies and Gentlemen, the health of His Majesty the King !

THE LADIES

(A Speech made during a dinner by a Bachelor)

Ladies and Gentlemen,—This ought, I believe, to be one of the easiest of all toasts to propose, but, personally, I find it very difficult. There are so many things I want to say and could say if I were able to unravel my thoughts, but, being just a mere man, they crowd into my mind so that I do not know where to begin.

I do not want to be accused of trying to gild unrefined gold, but, frankly, how can I say in a few moments all the nice things it is possible to utter about women? Of course, it is an impossibility. Men are all right in their way, but if we are ill or in need of sympathy, if we want comforting, I know I would rather have the care, the sympathy, and the comfort of a woman than a man—than fifty men even. Life, in our young days, would have been a very cheerless sort of existence had it not been for our mothers and sisters, and, I understand, the same can be said of wives in later life. I am not very good at quoting but I think it was Thomas Otway who said :

“ O woman, lovely woman nature made thee ,
To temper man ; we had been brutes without
you.”

To my mind he strikes the right note. Think of a colony of men living without the refining influence of women! How terribly rough and uncouth we males would become.

Of course, I know a great deal of nonsense is talked about women. George R. Sims once wrote :

“ Lor’! but women’s rum cattle to deal with,
The first man found that to his cost,
And I reckon it’s just through a woman,
The last man on earth’ll be lost.”

Now I don't believe he would have dared to say any such thing about them had he believed what he said to be true. He would have been afraid. No, he was trading on their generosity.

But do not let me go rambling on. Gentlemen, I ask you to fill your glasses to the very brim and to drink heartily—"The Ladies."

A REPLY TO THE FOREGOING BY A LADY

Ladies 'and Gentlemen,—I have it on good authority that quite a number of gentlemen were anxious to make the reply on behalf of the ladies. But while I take this as a great compliment to our sex, I feel strongly that a woman ought to perform the task; and that is why you see me standing here to-night. We women have claimed the right of standing on our own feet; I think we have already proved abundantly that we can do it. Therefore we must not shield ourselves on such an occasion as this behind the good nature of some gentleman who is willing to perform our proper duties.

A number of inspiring things have been said to-night about women. Now, I want to say one uncharitable thing about men, if you will permit me. It is just this—you men spoil us. Personally, I feel, in my own mind, that if all the affectionate things you say of women are true, it is simply

because you make us what we are. A good man makes a good woman and vice versa. Women are extremely responsive and, by treating us well, you have us at your feet. Therefore the nice things you say about us recoil on your own heads and only my modesty prevents me from saying in a plainer way what I mean.

Before concluding, may I thank you heartily on behalf of the ladies here for your genial toast. We appreciate it to the full.

THE LADIES—BY A WOMAN-HATER

(In this case, the proposer of the toast is a bachelor who endeavours to treat the subject humorously)

— Mr. Chairman; Gentlemen,—A dreadful thing happened a few days ago. There was a knock on the door and it turned out to be an emissary from you, Mr. Chairman. The said emissary had brought a message from you, Sir, to the effect that I was to propose the Health of the Ladies at this auspicious gathering. Now there are eight hundred and forty-nine millions of men in the world and yet you must choose me to do a job that I simply can't do. Any one of those eight hundred and forty-eight millions, with a few stray nines added, would probably jump at the job, but I, sir, I shrink from it. All my life, from my infancy upwards,

I have been a woman-hater. As a child, my mother spanked me; when I pulled my sister's hair, she punched me; when I went to a kindergarten school, the mistress stood me in the corner and my aunts were always telling me not talk with my mouth full. Can it be wondered at that from my earliest days, I have had no time for the fair sex?

With such an upbringing, I have studiously avoided women, of course, so that now I can plead, with all righteousness, that I know practically nothing about them. Naturally, I know they are pretty expensive, that they like a lot of clothes and their own way, but beyond that my mind is a blank on the subject. How could it be otherwise?

Of course, it may be that I am partly to blame for holding the opinions I do about them and I am quite ready to admit that we men are not absolutely perfect. In fact, some men—but there, I am not keeping to the subject of women, am I? Well, as I was going to say, now I come to think of it, there's a rather nice girl at our post-office and, lately, I find I never buy more than one stamp at a time. I rather think she's the exception to the rule.

It may be that she is not the only exception; perhaps there are others. And, now it occurs to me that they are all exceptions, as likely as not. In fact, they all must be, since there are no two alike. And, of course, if you look at the matter like that,

why there is nothing more to say except for me to ask you to stand and drink heartily to "The Health of the Ladies."

THE VISITORS

(At many dinners given by clubs, societies, etc., it is the custom to propose the toast of the "Visitors." The following is a speech suitable for the occasion)

Mr. Chairman, Ladies and Gentlemen,—I hold that the toast, which it is my honour to propose, is different from all the others. As you all know, this society prides itself on its hospitality. Accordingly, it is with a genuine feeling of satisfaction that it welcomes those who are not counted among its numbers. It has always done so, and I imagine it will continue to do so as long as it exists.

Therefore, it is a great pleasure to us to have so many illustrious visitors with us to-night, and we can assure them that we feel honoured. By their presence, there is much we can learn from them, and, I hope, they may gain from their visit by what they see and hear.

On looking round the room, I notice there are several visitors who are busy men and women. It is indeed a testimony of their generosity that they have found the time, out of their crowded lives, to come here and be among us.

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Therefore, Mr. Chairman, Ladies and Gentlemen, I call on you to be ~~upstanding~~ and to drink to the "Health of our Visitors," coupling with it the names of Mr. A. and Mrs. B.

(It is usual to couple with the toast such names as are called upon to reply.)

REPLY BY A VISITOR

Mr. Chairman, Ladies and Gentlemen,—On behalf of myself and the other visitors here to-night, I want to thank you very cordially for a wonderful time. I have listened to your speeches with real interest and one or two speakers have set me thinking about certain matters of importance. I must have a word or two with them, privately, on some later occasion.

Though this is the first time I have had the good fortune to be present at one of your gatherings, I hope it will not be the last. Your reputation for hospitality is known far and wide—I have often heard it mentioned—but really, it exceeds expectations.

Therefore, Mr. Chairman, Ladies and Gentlemen, on behalf of the visitors may I ask you all, and especially Mr. A. (i.e., the last speaker), to accept our warmest thanks for the good time you have given us?

THE CHAIRMAN

(A Speech in which the toast honours the Chairman ; it should be delivered by an important member of the society)

Gentlemen,—I feel it an honour to have been selected to propose the next toast, which is “the Health of Our Chairman.” Gentlemen, we all know our Chairman and, the better we know him, the more we are struck by his sterling qualities. For several years, he has presided over us and I am sure you will agree with me when I say that nobody could have performed the task better.

Our Chairman, as you all know full well, is a busy man and there must be times when he has only been able to attend our meetings at considerable inconvenience to himself. How seldom he is absent from our functions, you are all aware : in fact, a function without him would be no function at all. I need hardly say that we are grateful to him : indeed, we are considerably grateful.

So, Gentlemen, let us rise up and drink right heartily to the health of our friend the Chairman.

THE CHAIRMAN'S REPLY

Gentlemen,—You have just paid me a great compliment and I thank you most sincerely. It is true that I have served you as chairman for five years, but I venture to suggest that, had your choice fallen on other officials whom I can see sitting around to-night, they would have served you equally well, if not better. Will nobody say, "Hear, hear?"

There are certain duties that devolve on chairmen and those duties I have endeavoured to perform to the best of my abilities. Beyond that, I think there is very little for which you need be grateful. It is true that, as a body, we have been very successful these last few years; but our strength, I maintain, is due to the unity of the members. We have no factions, no cliques, no sides: we all pull together, and, if we ever require a motto, none would be more appropriate than "Unity is strength." So; Gentlemen, rather than congratulate me, you should congratulate yourselves.

I must not take up too much of your valuable time: but before sitting down I would like to thank you for the way you have so generously expressed your goodwill towards me.

THE CLUB SECRETARY

(*A Speech proposing the health of the honorary secretary of a club or society. If delivered by the chairman, the opening nomenclature will be altered so as to omit him*)

Mr. Chairman, Gentlemen,—I have a very pleasant duty to perform to-night. It is to propose the health of our indefatigable secretary. As you all know, Mr. Jones is a worker and it would be difficult to find a man who throws his heart and soul into a job with more zest than he does.

It is no sinecure to be secretary of a club such as ours. There is an enormous amount of clerical work to get through; there are frequent meetings to attend and there are dozens of things our members want to be instructed about every month. In addition, there are books to keep, accounts to keep and, were I the secretary, there would be my temper to keep on occasions. But Mr. Jones meets all these trials and difficulties with calm equilibrium, and it is seldom that we see him without a smile.

Mr. Chairman, I am sure you will agree that it is not too much to say that the success of our club is largely due to the efforts and energy of Mr. Jones. He took up the office when the fate of the club was hanging in the balance and now it is in a strong, thriving position. Mr. Jones is the man

who must be thanked for much of its present success.

Fortunately for us, he is still young, and we hope that he will give us his services for many seasons to come.

Gentlemen, I ask you to rise and approach this toast in no half-hearted manner, but to drink deeply to the health of our good friend and secretary, Mr. Jones.

THE CLUB SECRETARY'S REPLY

Mr. Chairman, Gentlemen,—You have just heard a good deal about a man named Jones. The last speaker made out that he was a decent sort of fellow, so much so that I almost wish I knew him. Of course, I know several people named Jones: in fact, it happens to be my name, but the Jones in question, the one with wings that we heard about, is not, I am afraid, on my list of friends. I rather think he is almost too good for this world.

Now, coming to myself. I am glad you are satisfied with my services and have no faults to find. Of course, there is plenty of work to do, but you all are wonderfully helpful and I can assure you that I feel very proud in holding so high an office. Personally, I should be lost if, all of a sudden, I had to give up the post.

And now, Mr. Chairman and Gentlemen, I will not take up your time any longer except to thank you all for the way you rose to the toast. Mr. Chairman, Gentlemen, and Mr. X. (the proposer), thank you.

SUCCESS TO ANGLING

(A Speech delivered at an Anglers' Dinner)

Comrades of the Rod and Line,—Your chairman has been angling for someone to propose the toast, "Success to Angling," and he has hooked me. It is one of the worst catches he has ever made, for I stand before you like a fish out of water. I really don't know what to say, because this is a matter quite out of my line. But anglers are not greatly concerned with speeches; they have learnt that silence is golden and they know how to hold their tongues for hours together. There is no occupation where speech is so little needed. They say that patience is a virtue; if that be so, we who are gathered here together to-night must be very virtuous. We sit for hours, symbols of faith and hope, while charity is what I trust you are going to extend to me for worrying you with this speech. There is one thing that I want to ask: Why is it that whenever a good old country inn is christened after us there is always the adjective "jolly" prefixed to the name? It is always the "Jolly

Angler"—never the "Grave Angler," or any other kind of angler. Friends, there must be a reason; as a body, we must be jolly or those who give the names to inns would have found us out.

So, my jolly comrades, fill up your glasses and before I am tempted to tell any tall yarns, so frequently imputed to us, drink deep to the success of angling.

OUR OPPONENTS

(A Speech made by the Chairman at a Football Dinner, following a Match)

Gentlemen,—You have greatly honoured me in selecting me to act as your chairmap to-night, and I take this early opportunity of discharging what is perhaps the most pleasant of the duties which devolve upon my office—that is, the proposal of a toast to our opponents. The —— team have to-day given us a lesson in the way football should be played; but the game, although it went against us, was, nevertheless, enjoyable—to me, at any rate. I am not, of course, going to bore you with excuses for our failure. We did our best, every man of us; but our adversaries, on this occasion, we must admit, did better. Every member of my team will agree with me that the wonderful defence which we encountered is deserving of the highest compliment. Those

sturdy backs, —— and ——, if they will permit me to say so, played a wonderfully skilful, hard, and clean game, and I, for one, shall remember not to underestimate their prowess at our next meeting! At the next meeting, of course, our positions will be reversed. I have no doubt of it! I should be guilty of disloyalty if I thought otherwise! But I acknowledge that our task will be no easy one, and I look forward with particular pleasure to what I am sure will be one of the best games of the season. To-day we have enjoyed a great match; after all, victory or defeat matters little to the true lover of the national game. We would sooner lose a hard game, such as to-day's, than win an easy one—you will all agree with that, I know. The play's the thing, gentlemen! No team can expect always to win; but next time you shall see things! Meanwhile, let us do honour where honour is due. Gentlemen, "Our Worthy Opponents."

A REPLY TO THE ABOVE

(A Speech made by a Member of the Visiting Team)

Mr. Chairman and Gentlemen,—On behalf of my fellow-players, I rise to thank you most heartily for the high tribute you have paid us; but, Mr. Chairman, I must protest that you have been too complimentary. Our success was gratifying

to us, naturally; but we must not forget that Dame Fortune helped us in no little degree. Had she been more impartial with her favours—well, the issue might have been very different.

Personally, I can say that the “wonderful defence” referred to was hard put to it on several occasions this afternoon. If we made a good show, it was because a formidable attack demanded of us our very best. I, in my turn, can assure you that I have resolved to bear well in mind that splendid short-passing combination which worried me more than a little to-day! And there is a left wing which I have privately decided will require special attention at our next meeting!

With all our chairman has said I am in thorough agreement; a fast, hard game is the thing we look for and enjoy, no matter what the result. Football—the playing of it, I mean,—brings out all that is best in a man. The selfish individualist has no place in the game; a man must play for his team, and in the doing so he learns self-denial as well as self-reliance. What is more, he learns to respect an honourable opponent, and to accept defeat generously and without loss of confidence, as you have shown us.

In conclusion, gentlemen, I must again thank you for the hearty reception and splendid game you have given us.

THE TWO TEAMS

*(A Speech delivered at a Dinner following a Match.
The Match may concern Football, Cricket, Tennis
or almost any game)*

Gentlemen,—The business I am now called upon to perform is of a very pleasant character. It is to propose the toast of both teams. Many of you—I might say, most of you—here present, witnessed, this afternoon, a splendid match and, really, gentlemen, though one side scored more than the other, I think you will agree with me when I say that there is very little to choose between the two. Both sides played their part according to the best traditions of English sportsmen. I congratulate the winners and my sympathies are offered to the losers. To the latter, I would add that there will be many future occasions, I trust, of meeting the winners, and they must hope for better luck next time. The winners need not look for an easy victory on that occasion; they will have to fight every inch of the way if they are to repeat their success.

Both sides, I must say, are fortunate in their captains, who are men of outstanding talent. And now, I will end my little discourse with the request that you all fill your glasses and raise them high in proclaiming the health of the two teams.

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SUCCESS TO FOOTBALL

(A Speech delivered at the Annual Dinner of a Football Club)

Gentlemen,—I rise to propose the toast of “Success to Football.” Gentlemen, I look upon Football as the national game, for I make bold to say that no other pastime has so many devotees. From the moment when we first enter upon school-life to the time we have to lay aside strenuous games, football is the favourite of the majority, easily beating cricket, golf, tennis, etc., in its fascinations for the multitude. The war years are not so long ago that many of us have forgotten the joy a few kicks at the ball gave us in our all-too-brief moments of leisure when we were in the back trenches. And, gentlemen, you have all heard that remark about British endurance being born on the playing-fields of Eton. Well, I am prepared to wager that a football was there. More than any other game, football teaches us to give and take; it teaches us to be skilful, smart and neat; it teaches us the art of losing gracefully. Can as much be said of any other pastime? Gentlemen, I think not. The matches you have played in various parts of the country have brought you in contact with many opposing teams and valuable friendships have been thereby formed.

There is thus a social side to this national game the worth of which must not be ignored. Personally, I would prefer to have a football than almost any other luxury—I would prefer it even to a bag of gold.

In some quarters football is decried as being a pastime for the rougher elements, and, to prove the point, we are reminded of those followers who travel up to London on Cup-Tie Saturday wearing new caps. Gentlemen, could any argument be more absurd? These rough-looking customers have rough lives to live; their hands are rough, their speech is perhaps rough, but their hearts may be right. If football brightens the lives of such individuals, good luck to football. It is doing a good work. It is keeping men from baser things.

But, gentlemen, enough. You agree with me, I am sure, and all that remains for me to ask is that you drink deeply to the success of the national game—good old football!

SUCCESS TO TENNIS

(A Speech delivered at the Annual Dinner of a Tennis Club)

Ladies and Gentlemen,—I think I am voicing the opinion of you all when I claim that, thanks to the weather and thanks, also, to our Honorary

Secretary, the matches to-day have brought our summer season to a successful close.

In reviewing the activities of the Club, I think we members have much for which to be grateful. Our membership list is growing and what I might call the point of saturation is almost reached. Our finances are such that we are able to send out tenders for the making of half a dozen hard courts. These will, of course, be extremely welcome in the winter months. And our successes have never been so numerous. It is this latter fact that I view with most pleasure. Nearly every match we have played with friendly rival teams has proved a victory for us. It speaks well for our players, and I think we ought to give them a cheer.

There is no doubt that the royal game of tennis was never so popular as it is to-day. Witness the improvements at Wimbledon and the crowds of folk who now flock there. Witness, also, the private courts that are springing up on all sides of outer Suburbia. There never was such a demand in the shops for rackets and things, and everybody now, from lisping infants to genial grey-beards, may be seen improving their game at the net.

Ladies and gentlemen, I must detain you no longer. I will now ask you to support heartily the toast, "Success to Lawn Tennis," and I think I may add that this Club wishes to tender its gratitude to the committee for arranging such an enjoyable season.

THE HEALTH OF THE GOLD MEDALLIST

(A Speech delivered in honour of the most successful Member of a Golf Club)

Mr. Chairman, Ladies and Gentlemen,—On occasions like this, and in proposing a toast that is necessarily a pleasurable duty, it may be permitted for one to be momentarily autobiographical. I well remember, with somewhat mixed emotions, how, after cooling my heels in a queue at the first tee, I addressed the ball in my first match. I had been favoured in my initial practices with more than the usual luck that falls to the lot of the novice. But at the first tee everything was different. Doubtless many of you have experienced that awful oozing away of the feeling of certitude and self-assurance with which a round is started. I experienced it to the full on that occasion; and the memory of that awful ordeal of frantic attempts to reach the first green will never leave me.

Although since then, I have made some little progress in “the royal and ancient game”—which satisfies me more perhaps than the partners who are unfortunate enough to share my rounds,—I have, if possible, an even more profound admiration nowadays for the man who plays “straight and long” than I had in the far-off days of my novitiate.

"Lies" in golf are proverbially "hard." But lying is easy. You will not need reminding of this. Your own accounts of a match, of course, never vary in the slightest degree from the cold, bare facts! But your neighbour's account of *his* match is one that you generally feel is handled with a somewhat careless regard for the truth!

When, however, one is hearing the account of a round played by a third person, one is reasonably sure that the performance will not suffer from magnification. And it was my good fortune recently to witness the performance of our good friend—when, by his masterful play and wonderful resource in extracting himself from difficulties, he succeeded not only in winning the club's gold medal, but in putting up a record that will always be the admiration of his fellow-members, and an incentive to them to try to follow in his wake. And the impression I received was that it was magic—not golf such as we play!

It is unnecessary for me to refer to the fine sportsmanlike character of our friend—we all know him too well. I feel that I shall have everyone present with me when I express the wish that our guest's form may never be below that of his medal round, and that our best efforts will be devoted to getting individually as near to it as we can. Gentlemen, "The Winner of the Gold Medal!"

SUCCESS TO OUR ROWING CLUB

(A Speech delivered at the Annual Dinner of a Rowing Club)

Gentlemen,—We are now approaching the close of a sporting day and a jolly evening, and my final duty as chairman is to call on you for one last toast, to the success of our Club. Other speakers have spoken of the stirring events of the day—our gains, our losses, and our hopes and intentions in regard to the future. I am afraid, however, that one worthy individual has not received his due meed of praise. I refer to the Clerk of the Weather. Without his kind assistance our regatta could scarcely have been such a dazzling success.

I am afraid that time will not permit me to say all that is in my mind; but, before closing, I would like to add my quota to what the last speaker has said in praise of our worthy host. I have been behind the scenes, and I know that he has strained every effort to make our evening a complete and noteworthy success. His excellent fare and splendid arrangements have, I know, been thoroughly appreciated; but all good things must have an end. Therefore, gentlemen, the last toast, please—and bumpers; “Success to the — Rowing Club!”

SECRETARY'S ANNUAL REPORT OF A SPORTS CLUB

(A Speech supposed to be delivered by the Secretary of a local cricket club. Secretaries of tennis, football, golf and other clubs will find the same speech of use, if suitably amended)

Mr. Chairman, and Gentlemen,—On these occasions, it is the Secretary's duty to give you an outline or summary of the working of your club during the past year. I will, therefore, proceed to put the salient facts before you as briefly as possible.

In the season that has just closed, we played 21 matches. Of these, we won 17, drew 2 and lost 2. Such a magnificent record is due, in a large measure, to the very thorough coaching which has been afforded our elevens by Messrs. A., B. and C.

It is very gratifying to learn from these gentlemen that we have several young players who are shaping extremely well and who will be able to fill places in the elevens when occasion demands.

With regard to the roll of members. We have now — playing members and — honorary members, which is an increase of — over the figures of last year. This increase your Committee thinks is due to —.

Your Treasurer requests me to state that subscriptions accounted for £.— and donations for £.—. Against this total of £.— must be set an expenditure of £.—, which leaves a balance in the bank of £.—. This, I think, shows that the club is in a very healthy condition.

One new pitch has been laid down in the practice area, and members are reminded that if they care to come along any evening next season, there will then be plenty of opportunities for getting in some useful practice. . . .

THE STEWARDS

(At some dinners and, perhaps, other functions as well, it is the custom to propose the health of all the officials. Often, each office is dealt with separately. Here, the health of the stewards is concerned. By slightly altering certain passages, the speech will serve for other posts)

Mr. Chairman, Gentlemen,—I am sure you will all agree with me that the stewards have a very arduous job and I am equally sure that you have nothing but praise for the way they have entered into the spirit of their task. They are not as fortunate as the Chairman whose every movement is witnessed by us all. There is less glamour about their work, for most of what they do is done behind the scenes. How they do it, you can judge

by what you have experienced this evening. You see, I am being very guarded in all I say about them, and, of course, I have my reasons for that.

But, Gentlemen, let us set all joking aside and be serious for once. This is an important toast, for we may be stewards ourselves one day. Let us drink right deeply to the health and prosperity of our Stewards—"The Stewards."

A REPLY BY ONE OF THE STEWARDS

Mr. Chairman, Gentlemen,—The way you drank our health and prosperity shows your kindly disposition. It is no sinecure to be a steward, but do not forget that there are three of us and my two colleagues are very conscientious fellows, which considerably lightens my duties. I do not mind telling you that one of them nudged me, as I was about to rise, and said, "It's your turn to do something now." So, you see exactly the kind of stewards you have.

But, really, I do not suppose that the stewards are any worse than they were ten years ago, when your Chairman graced the office I now hold.

Gentlemen, I shall be getting into hot water if I say much more. Therefore, let me conclude by telling you that the reception accorded to the toast gives us great gratification and we are sincerely grateful to you all.

CHAIRMAN'S SPEECH AT ANNUAL MEETING OF A COMPANY

(A Speech that will serve for many different kinds of companies, if slight alterations are made)

Gentlemen,—I take it that it is the will of the meeting that the report and accounts which have been printed and sent out to you individually shall be taken as read. I will assume in the absence of dissent that you agree to this.

It is my duty now on behalf of the Board to move, "That the directors' report and the accounts for the year ended ——— be received and adopted." I do not think any material good can come from a minute examination of the figures, seeing that you have had them in your hands for some two or three weeks, but it may be advisable to make some broad comments regarding them.

When you come to consider the balance-sheet, I think the result of the past year's trading must give the shareholders very substantial cause for congratulation. It seems to me a very sound balance-sheet, showing that our business is progressing in a satisfactory way. (Here give reasons, i.e., debenture holders paid off, liabilities reduced, depreciation and reserve account strengthened, etc.).

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You will have noticed from the report that at the end of the year we had a profit of £—— at our disposal. Out of this, the Preference dividend appropriates £——, which leaves £——. This sum will provide a dividend of X% on the Ordinary shares and leave £—— to be carried forward.

(Here give a résumé of the past year's history relating to buildings, plant, new outlets for business, staff, etc.)

At this point it is my privilege to give you some forecast of what, in my opinion, will be the result of next year's trading. I always disclaim any prophetic capability, but, as far as I can judge, the coming year should be even more successful than the last. (Reasons.)

Finally, I have to say that according to the memorandum of the Company, Mr. A. retires from the Board of Directors and offers himself for re-election.

That, gentlemen, subject to any questions which you may wish to ask me, is all I have to say regarding the state of your Company, which I consider is in a flourishing condition.

(At this point, someone must rise and second the motion which is, "That the directors' report and the accounts for the year ended —— be received and adopted." Next, the chairman will reply to questions, and, lastly, a vote on the motion is taken. This is usually done by a show of hands.)

ANOTHER SPEECH BY THE CHAIRMAN

(A Speech suitable for the Annual Meeting of a company when an unfavourable report has to be considered)

Gentlemen,—The report and the accounts dealing with your company have been in your hands a fortnight and I think I may take it that you are all familiar with them. That being so, I propose to move “That the directors’ report and the accounts for the year ending — be received and adopted.”

I am afraid that the balance-sheet does not reflect all our hopes of this time last year. As you know, conditions throughout the whole world, and particularly in our special business, are not favourable. Labour troubles are still causing grave anxiety, raw materials have advanced in price, and restrictive measures are increasing in the markets of Europe where our goods should find a sale.

Though your Directors have managed to keep the factory working full time and have as yet, maintained a complete staff, without any reductions, it is a fact that several of our competitors have had to close down entirely and cease business.

The volume of our trade has grown from £——, last year, to £—— this year; but the

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margin of profit has had to be cut so fine that the sum available for distribution among the various classes of shareholders has fallen. Under all these adverse circumstances, the Directors think it is fortunate that there are no arrears to be made up on the preference shares. These shares will be paid the full 7 per cent, which appropriates a sum of £——. This only leaves £——, which sum the Directors suggest should be put to the reserve fund.

Without being too optimistic, I do think there are signs that the future is more hopeful. Since the trading year closed, we have secured two very profitable contracts and our agents abroad report that some very useful orders are being negotiated. Our machinery is now completely modernised, and we should not have any serious expenditure on equipment during the coming year.

That, Gentlemen, is all I have to report, but before sitting down I must remind you that, according to the memorandum of the Company, Mr. Green retires from the Board of Directors and offers himself for re-election.

Gentlemen, I thank you.

SUBMITTING A QUESTION, AT A GENERAL MEETING

(A Speech delivered by someone present having for its object the raising of an important question)

Mr. Chairman, Gentlemen,—This meeting has been called in order that careful consideration may be given to the question of the desirability or otherwise of ——. The question is one of peculiar difficulty; it not only involves considerations of finance and organization, it involves questions of policy and tactics, and—what is more important—the political views held by the individual members of our organisation. In our membership, we have men of all shades of political opinion—Conservatives, Liberals, and Labour. Many hold their particular political views very strongly; so that in considering this matter, no sort of general agreement can be hoped for unless some criterion is applied which represents a point of view tenable by every member, whatever his political conviction. The committee has directed me to suggest to you that the criterion we should apply to a question of this kind is a very simple one—namely, whether considered in the light of an investment, the project is one which is likely to yield a good return for the time, money, and energy which we should have to put into it. Our organization exists mainly for the purpose of securing for its members better

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conditions. Will the project of — help us in that object to a degree commensurate with its cost? That is the question which I urge that each of you should put to himself.

I will now briefly set out the various arguments for and against the project. The case against is as follows :

First, . . . Second, . . . etc. The case in favour is as follows : First, . . . Second, . . . etc.

In conclusion, the Committee wish me to say that they are themselves led by these latter considerations to recommend the proposal as one which it will pay us to adopt.

TRADE UNION SECRETARY'S ANNUAL REPORT

(A Speech summarising the work of the past year).

Mr. Chairman and Gentlemen,—In making this report of the things we have accomplished in our third year, I feel that, despite undoubted failures in one or two directions, our achievements have been such that we can afford to be proud of the year's work as a whole. Perhaps the most satisfactory information I have to impart is that our membership has increased from — at the beginning of the year to — at the present time.

We may also congratulate ourselves on the results of our efforts in regard to ——. At the outset things looked extremely black for us in that matter ; but, thanks to the energy and perseverance of Mr. — and Mr. —, after negotiations extending over a period of four months, a definite and fairly satisfactory settlement was reached. In the matter of — which I know is uppermost in your minds at present, a conclusion has not yet been reached ; but I think I may say that so far our prospects in that direction may be considered good. Our other activities I will go over briefly in order that you may obtain a comprehensive view of the progress we have made.

We have held — meetings, at which the attendances have, on the whole, steadily increased.

Of social gatherings we have held in all — : they have been increasingly popular, and have proved on the whole profitable.

We have also —, etc.

The general state of our finances you will have seen by the copies of the balance-sheet which have been circulated ; but there are one or two items about which I wish to say a few words in explanation. The expenditure on — was necessitated by —, etc.

In conclusion, gentlemen, I would point out that, although we have made gratifying progress, much still remains to be done. In the year that is now before us we must not relax effort—rather,

we must increase it—if we are fully to justify ourselves and the principles by which we stand.

INTRODUCING A CANDIDATE FOR ELECTION

(A Speech made by the chairman at which a candidate is introduced to the electorate) •

Ladies and Gentlemen,—My first and chief duty as chairman this evening is to introduce to you Mr. — as a candidate to represent the interest of this Borough in Parliament. A great many of you, possibly, know him better than I do. But, although my acquaintance with him has been of short duration, it has been sufficient to convince me that he is in every way an able exponent of the principles of the — Party, and a man upon whom we may safely rely for the furtherance of the Party's aims. His election address should by this time have come into the hands of every elector in the Borough, and its straightforward and explicit nature will, I think, go a long way towards securing his success in the coming contest. As this meeting has been convened mainly to afford you the opportunity of hearing Mr. — himself, on his opinions upon the pressing questions of the day, I will trespass upon your time no more than is necessary to request you earnestly to give him a fair and patient hearing. Any questions you may desire to put

he will be only too pleased to answer at the conclusion of his address. For my own part, I am satisfied that his address will be well worth your attention; and I may add that he already has the promise of my support and vote. Ladies and gentlemen, Mr. — will now address you.

SUPPORTING THE ABOVE INTRODUCTION OF
A CANDIDATE

Mr. Chairman, Ladies and Gentlemen,—After hearing Mr. —'s able exposition of his views, and, moreover, by reason of a knowledge of his character—gained during a long and intimate acquaintance—I have no hesitation in supporting the proposition that Mr. — be adopted as the — Party candidate to contest the coming election. For the benefit of those who, perhaps, are unacquainted with Mr. —, I would like to give a brief account of the excellent work which he has done locally in connection with the — and the — during the last five years. The — Organization, to which he is now acting as general secretary, owes, I think I may say, practically the whole of its strength and efficiency to his untiring efforts, etc. . . . Those with whom Mr. — comes in daily contact are unanimous in the opinion that his personality and energy are of inestimable value to any interests which it is his intention to

further. That he has the interests of the electors of this Division at heart, I think should be plain to all; and that he intends to devote his whole attention to the matters of which he has just spoken is my firm conviction. As a citizen, Mr. — is universally esteemed; and as a politician he has shown us that he possesses common sense coupled with fine ideals and worthy aspirations. Ladies and gentlemen, I have very great pleasure in supporting the proposal that we adopt Mr. — as our candidate.

OPPOSITION TO THE RECOMMENDATION OF A CANDIDATE FOR ELECTION

Mr. Chairman, Ladies and Gentlemen,—I have listened to Mr. —'s address with considerable interest, and I am willing to pay him the tribute that he has stated his opinions honestly and well. You, Mr. Chairman, have advanced to us several good reasons demonstrating his suitability to represent us. Nevertheless, I feel it my duty to put before this meeting several points to which I think we should give further consideration, before adopting him as our candidate. In the first place, Mr. —, although he has touched upon the subject, has not dealt thoroughly with the question of —. His replies to various questions on the matter have been, to say the least, somewhat

meagre. I will not say they were evasive; but I do suggest to you that this question of — is of vital importance to us as electors, and is not one which can be satisfactorily dealt with by a policy such as Mr. — has adopted in referring to it. He has expressed a general sort of agreement with what he terms “the Party’s views” on the subject. To me it seems obvious, that he has not devoted serious attention to it, and I protest that, since the question is one that bulks large in our programme, our duty is to select and elect for this constituency a candidate who thoroughly understands this matter, and who, moreover, intends to use his first and strongest efforts towards the furtherance of our aims in regard to it.

In regard to one or two other points, namely, — and —, it also appears that Mr. —’s attitude is hardly representative of our own. We have at previous meetings passed resolutions strongly in favour of —. In regard to this, I respectfully suggest to you again that Mr. — does not seem to take up a very definite position; and what little he has said on the matter does not appear to me to be in entire agreement with our own opinions. I maintain, Mr. Chairman, that we need a candidate with very definite knowledge and intentions in regard to these matters; Mr. — will, I am sure, understand that what I say is said in no spirit of malice. But I honestly feel that much further consideration is necessary before we come to our final decision.

THE CHAIRMAN'S OPENING SPEECH AT A
SMOKING CONCERT

Gentlemen,—As your Chairman, it gives me great pleasure to stand up before you and open the proceedings. We appear to be a very happy gathering, and the attendance is certainly a matter for congratulation.

Seeing that you have not come here to-night to listen to speeches, but to enjoy the programme, I do not intend to say much ; but, before sitting down, I would like to draw your attention to the splendid list of items that has been prepared by Mr. A. I think he deserves our unstinted praise.

As the programme is of some length, I will call straight away on Mr. B. for the first item, which is a piano solo. Mr. B.

A PRESENTATION TO ONE RETIRING

(A Speech delivered in honour of someone who is retiring after many years of service. With slight alteration, the same speech will serve for any other form of retirement)

Ladies and Gentlemen,—This is a very momentous occasion. We are here to honour our good friend, Mr. Brown. To-day he is retiring, and

so closes a period of faithful service extending over forty years. To us, who have spent five, ten, fifteen years here, forty years seems an eternity, but Mr. Brown tells me that the time, as far as he measures it, has gone quickly. I think I know why Mr. Brown has found that it has gone quickly. He has been so preoccupied with his work that he has not had time to count the days or years.

I need hardly tell you that much of the success of this firm (society, club, etc.) has been due to Mr. Brown's energy and foresight and we, therefore, owe him a great deal. Moreover, he has been an inspiration to others, and many of us are only too glad to admit that, when difficulties have arisen, we have sought Mr. Brown's advice, and have never regretted doing so.

Well, Mr. Brown, you are leaving us, and we shall miss you, perhaps more than you think. You carry away with you our sincerest wishes for happiness in the days of the future. May they be many and may they be pleasant. We believe they will be, since you have always been a man of many parts and your interests in life are numerous.

As some token of our appreciation, it is my pleasant duty to ask you to accept the enclosed cheque. It is tendered to you in the hope that you will purchase some small article that will remind you, in the days to come, of those forty happy, useful years you spent under this roof.

REPLY BY THE PERSON RETIRING

Mr. Chairman, Ladies and Gentlemen,—It is not easy to say “good-bye” on an occasion such as this. You must remember that for forty years or more I have worked here happily and enjoyed every minute of the time. It is a good deal to be able to say, but I can say it truthfully. And, now the end has come and to-morrow I shall be no more one of you. It will be hard to realise what it all means.

Memories are valuable things, and my store of pleasant memories will give me a great deal of consolation when I need cheering. For them, I have to thank you all. Those of you who have worked intimately with me have always given me true and loyal support and, though I have never withheld my thanks when occasions arose, I would like to thank you now for the last time.

There is one thing more I want to say. I very much appreciate all your kind words, Mr. Chairman, and it is typical of you to express them so genially. For the cheque which you have handed me, let me say, “Thank you very much.”

Thank you—thank you and good-bye.

THE VICAR AND HIS WIFE

(A very useful Speech when the occasion concerns parochial matters. In this case, the Health of the Vicar is proposed)

Mr. Chairman, Ladies and Gentlemen,—I am sure you will all agree that the duty which I now have to perform is a very pleasant one. It is to propose the health of our good friend, the Vicar. I think we are extremely fortunate in this parish, for our Vicar is not only an able and, may I say, learned minister of religion, but he is, also, a very charming guide, philosopher and friend. Countless times I have been to him for advice and comfort, and when we have parted I have never left without feeling all the better for the visit. What I like about him most is that he is a man to whom you can go to unburden your soul. You could not do that to every vicar.

As you are all doubtless aware, the success of this present function is largely due to his energies, and his creditable efforts in this connection are merely part of the interests which he shows in all our activities. You can hardly think of a club or social body in this area which he does not support with his whole heart and soul.

Of course, the Vicar is a very fortunate man, for he has a wife who is as charming and capable

a lady as he is a man. She supports him in all his work and does much to grace the parish. May they both remain with us for a long while to come.

And, so, in proposing this toast, which I am afraid I have done very inadequately, I want to couple with it the name of Mrs. A. Ladies and Gentlemen, Our good friend, the Vicar and his Wife.

THE CHURCHWARDENS

(A Speech that is usually entrusted to the vicar. By slight alteration, it will serve for any laymen who render assistance to the church officials)

Ladies and Gentlemen,—I am particularly pleased to have this opportunity of proposing the health of the Churchwardens. Ladies and Gentlemen, the Churchwardens are men who have a great deal of arduous work to perform, but they do it unassumingly and without any fuss. Therefore, their duties are seldom brought to your notice.

It is my privilege to meet the Churchwardens regularly twice every week to discuss the secular business of the Church and very few days pass that I do not have to go to them at odd times to seek their advice. In fact, they are always at my mercy, and whether it is early in the morning or late at night, I am always welcomed and listened to with the greatest consideration.

Not only am I greatly indebted to them, but you who have the welfare of your Church at heart are indebted to them also. It is on this account that we can all respond to this toast in the heartiest possible manner. Ladies and Gentlemen, I give you the toast of the Churchwardens.

VOTE OF THANKS TO A CHAIRMAN AT A
SCHOOL DISTRIBUTION OF PRIZES

(At many gatherings, it is the custom to end the proceedings by according to the chairman a vote of thanks. The following, with slight alteration, will serve for almost any such occasion)

Ladies and Gentlemen,—It gives me very great pleasure to rise and propose a vote of thanks in favour of our Chairman. I am sure you are all agreed that he is a great asset to our gatherings here. He is a very busy man with lots of irons in all sorts of fires, yet he seldom if ever fails us. I don't think I have known a gathering on this platform without him playing an active part in the proceedings.

He is certainly a figure-head; but not the kind that is made of wood. It is my good fortune to work with him behind the closed doors of the committee room. Ladies and Gentlemen, he is a live wire there, I can assure you. While he is as sharp as a needle, he is as gentle as a lamb,

and if ever a case arises when it is necessary to temper business with mercy, you may depend upon him to do it.

As the evening is drawing to a close, I will not take up any more of your time, but will content myself by proposing a very hearty vote of thanks to our greatly respected Chairman.

[Normally, this vote should be seconded, the seconder making a speech very similar to the foregoing. In some quarters, the second speech is omitted and, to emphasise the fact, the proposer goes through the formula of saying, "Those in favour; those against. Carried unanimously."]

TOAST OF "THE FIRM" AT THE ANNUAL DINNER

(A Speech, taking the form of a toast, delivered by one of the employees)

Mr. Chairman, Ladies and Gentlemen,—For some reason, not quite understood by me, I have been asked to propose the toast of "The Firm." This is an honour and a pleasure which I gladly accept. For twenty years I have been a member of the staff. Let me add, they have been twenty years of happiness. I am not going to say that the work is light or that it is easy. Often it is just the contrary. But when you know that if you do your best all will be well, then hard work and difficult work can be cheerfully undertaken. Looking

around the room, I see a number of friends, nodding an assent to my remarks. Those friends know, as I do, that the directorate is composed of gentlemen who are the very essence of kindness and consideration. We are, indeed, a fortunate band of workers, for, ladies and gentlemen, it is not every staff in the city that has such a model body of "heads." It is a well-known fact that when a man or woman is fortunate enough to become attached to our staff he or she endeavours to remain on it, and the inducements to fly off elsewhere practically do not exist. Perhaps, I should not say it, but I rather think that some of the success of our firm is due to the fact that we should not like to slack off when our "heads" treat us so well. Of course, most of the success is the result of careful organisation at the top. But, ladies and gentlemen, I do not wish to appear fulsome. May I now ask you to raise your glasses and join with me in drinking to the success of the Firm and the health of the Directorate?

SPEECH AT ANNUAL OUTING OF A BUSINESS

(A Speech suitable for the Head of the business)

Ladies and Gentlemen, Friends,—It is a great pleasure to me to be amongst you again on the occasion of the annual outing. And I feel very

proud that so many wives and sweethearts have accepted the firm's invitation to honour us with their company. After all is said and done, earning one's living is not one of the most exciting ways of passing the time, but I do believe that in our factory and office we are as contented a band of workers as could be found anywhere. A good many "bosses" think of everything in terms of pounds, shillings and pence, but at the old works we claim that a loyal staff is worth more than mere cash. Ladies and gentlemen, we are fortunate in having that loyal staff; and you are valued members of that staff. I do not want to go into details of the last balance-sheet, but you have all probably heard whispers about it being a good one. Well, let me say that luck and loyalty make a good balance-sheet; leave out either ingredient and your year's work becomes a failure.

Now, let me beg of you to make the most of this festive occasion. I don't want to put it quite as forcibly as Phil May's coster, who said to his wife, "I've brought yer out ter enjoy yerself and you've jolly well got ter." Nevertheless, let me exhort you all to enjoy yourselves to the full, so that when you reach home you will be dead beat. To-morrow is Sunday, so you will not have to get up early. I hope it will keep fine throughout the day, but an English summer is a very fickle thing and there are some doubtful looking clouds coming up. You know the old joke about our

summers, I suppose. An American was complaining about them. "You can never tell when you Britishers are going to have a summer," he said. "Why, last year it was on a Friday and the year before on a Monday." Well, I hope it will be to-day this year, don't you? I must now ask you, friends, to raise your glasses high and drink deeply to our visitors.

VOTE OF THANKS TO A TEMPERANCE LECTURER

(A Speech delivered by the chairman or other person in authority. It gives an idea how a vote of thanks may be accorded to any other lecturer)

Ladies and Gentlemen,—You have all listened to the address of Mr. A. with, I am sure, a good deal of interest. He has put the case for temperance in a very illuminating and, I may say, a very forceful way. Had we any doubts on the matter before to-night I think those doubts must have vanished entirely. The drink evil is a very real evil. Its influence on health is alarming; but, to my mind, worse than the effect it has on the one who drinks it is the effect it has on the home and on the children in the home. A man who drinks to excess spends money that should rightly go in purchasing food and other necessities for his wife and children. His evil habits deprive them of many of the things they have a right to

expect. This is a fact that is unanswerable. It is a most glaring instance of the sins of the father being visited upon his children.

Ladies and gentlemen, I have never heard of a man being uplifted by drink; but no one can deny that there are thousands every day who are being degraded by drink. This alone should be a sufficient testimony in favour of temperance.

Our friend Mr. A. has pointed out the effects of alcohol on the body. I would like to add that its so-called stimulating effect is always followed by a feeling of relapse. A glass of whisky will make you, first, warm, and then cold; it will brace you up first, and then let you down. Valuable qualities, you see.

The only good that can be said about alcohol is that, in extremely rare instances, it has kept a person from dying. As a set-off against this, it kills tens of thousands annually.

Ladies and gentlemen, I will not try to add further to Mr. A.'s admirable lecture, but will conclude by proposing a very hearty vote of thanks to him.

A REPLY BY SOMEONE WHO HAS BEEN TOASTED

Mr. Chairman, Ladies and Gentlemen,—You are all very kind to have drunk my health in that generous way. I certainly feel very honoured.

At the same time, I am a good deal puzzled. You may ask why. Well, it is in trying to see a likeness between that marvellous fellow depicted by Mr. A. and myself. I am afraid the two are as different as chalk and cheese. But there, it is not for me to prove that Mr. A. is wrong, as I easily could. So I think I will let it go at that.

Again, let me say, Mr. Chairman, Ladies and Gentlemen, I very much appreciate the way you drank my health and I must thank Mr. A. for all the kind things he said about me.

A REPLY TO THE TOAST OF HIS HEALTH

(A Speech delivered by a person who would prefer not to speak)

Mr. Chairman, Ladies and Gentlemen,—If there is one rule I have observed throughout life more than any other, it is to avoid making speeches. Now, here I am, standing on my feet and doing what I have steadfastly refused to do for well-nigh half a century. If anyone is to blame, I am afraid I must lay it on the shoulders of Mr. Robinson. His shoulders are broader than mine, so I dare say he will not object. But Mr. Robinson, at your instigation, has said such kind things about me that I have no alternative. I feel bound to get up and say, as best I can, how much I appreciate all he has alleged about me. We all know Mr.

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Robinson and we all know his invariable practice of seeing good in everything. That is why he has been able to see good even in me.

When I get home and think over what Mr. Robinson has said of me, I am afraid it will lead to some terrible misgivings. I can't let such a good fellow down, and so I shall have to mend my ways—give up all my bad habits and endeavour to form some good ones to take their place. It is not easy for a man of my age. So you see, Mr. Robinson, what you have done!

But, Mr. Chairman, joking apart, it is very kind of you all, and the memories of this evening will remain with me for a very long time. I certainly have tried to do my best for all concerned, and the thoughts that I have, at times, been of some assistance, are, in themselves, sufficient recompense. You have all overwhelmed me with your acclamations.

Mr. Chairman, Ladies and Gentlemen, let me thank you all most cordially for the way you have supported Mr. Robinson, and to Mr. Robinson, himself, I would like to say how grateful I feel.

QUOTATIONS FOR SPEAKERS

A speech often gains considerably by the introduction of an apt quotation. Below is a collection of quotations which may be of much help to those composing speeches.

Women forgive injuries, but never forget slights.
—*Sam Slick.*

Nature was in earnest when she made woman.—
Oliver Wendell Holmes.

The only time when a woman prefers to be alone is when a line full of washing comes down in the mud.

Women, wind and fortune are ever changing.

Be slow in choosing a friend, slower in changing.
—*Franklin.*

The youth of a nation are the trustees of posterity.
—*Disraeli.*

They can conquer who believe they can.—
Emerson.

He that dares not venture must not complain of ill-luck.

Patience and application will carry us through.

One may buy even gold too dear.

Shallow wits censure everything that is beyond their depth.

To see may be easy : but to foresee, that is the great thing.

'Tis not every question that deserves an answer.

In things that must be, it is good to be resolute.

Success is sweet : the sweeter if long delayed and attained through manifold struggles and defeats.—*Table Talk*.

The team that never meets a better one never need lose.

The world is not made for the prosperous alone, nor for the strong.

Man's record upon this wild world is the record of work, and of work alone.—*J. G. Holland*.

For one word a man is often deemed to be wise and, for one word, he is often deemed to be foolish. We ought to be careful indeed what we say.—*Confucius*.

Wise men say nothing in dangerous times.

Wit sometimes enables us to act rudely with impunity.—*La Rochefoucauld*.

It is easier to be wise for others than for ourselves.—*La Rochefoucauld*.

There is no index of character so sure as the voice.—*Disraeli*.

Everything is sweetened by risk.

There is no tyranny so despotic as that of public opinion among a free people.—*Donn Piatt*.

The truth is always the strongest argument.—*Sophocles*.

Gentlemen with broad chests and ambitious intentions do sometimes disappoint their friends by failing to carry the world before them.—*Eliot*.

Work is the great cure of all maladies and miseries that ever beset mankind.—*Carlyle*.

A halter made of silk is a halter still.—*Cibber*.

Idle bodies are generally busybodies.

Every ass loves to hear himself bray.

Better not do the deed than weep it done.—*Prior.*

Can you remember when times were not hard and money scarce?—*Emerson.*

Wisdom is knowing what to do next. Skill is knowing how to do it. Virtue is doing it.

The greatest truths are the simples: and so are the greatest men.—*Hare.*

Amicably if they can; violently if they must.—*De Quincey.*

God often visits us, but most of the while we are not at home.—*Roux.*

Whatever makes men good Christians, makes them good citizens.—*Webster.*

Men's best successes come after their disappointments.—*Beecher.*

The true use of speech is not so much to express our wants as to conceal them.—*Goldsmith.*

Silence is the eternal duty of man.—*Carlyle.*

There are some silent people who are more interesting than the best talkers.—*Disraeli.*

